

GENERAL LIBRARY  
JUL 8 1920  
UNIV. OF MICH.

*The*  
**NATIONAL ASSOCIATION  
of CORPORATION SCHOOLS  
BULLETIN**

25 Cents a Copy

\$2.00 For a Year

Volume VII

July, 1920

**Eighth Annual  
Convention Report**

From the address of welcome until President Kincaid declared the convention adjourned, strenuous activities prevailed. Final action on incorporation and the Executive Committee's program for building an institution postponed for a mail vote. Earnest discussion of sub-committee reports consumed three days. Business session lively, with much business transacted. L. L. Park, of the American Locomotive Company, elected President. M. S. Sloan, President of the Brooklyn Edison Company, Inc., First Vice-President, and Henry S. Dennison, President of the Dennison Manufacturing Company, Second Vice-President. Jacob H. Yoder, of the Pennsylvania Railroad Company, E. E. Sheldon, of R. R. Donnelley & Sons Company, and F. E. Weakly, of Montgomery Ward & Company, elected to membership on the Executive Committee.

**PUBLISHED BY ORDER OF THE  
EXECUTIVE COMMITTEE**

# The National Association of Corporation Schools

Headquarters, 130 East 15th Street, New York, N. Y.

## Objects

Corporations are realizing more and more the importance of education in the efficient management of their business. The Company school has been sufficiently tried out as a method of increasing efficiency to warrant its continuance as an industrial factor.

The National Association of Corporation Schools aims to render new corporation schools successful from the start by warning them against the pitfalls into which others have fallen and to provide a forum where corporation school officers may interchange experience. The control is vested in the member corporations, thus admitting only so much of theory and extraneous activities as the corporations themselves feel will be beneficial and will return dividends on their investment in time and membership fees.

A central office is maintained where information is gathered, arranged and classified regarding every phase of industrial education. This is available to all corporations, companies, firms or individuals who now maintain or desire to institute educational courses upon becoming members of the Association.

## Functions

The functions of the Association are threefold: to develop the efficiency of the individual employe; to increase efficiency in industry; to have the courses in established educational institutions modified to meet more fully the needs of industry.

## Membership

*From the Constitution—Article III.*

SECTION 1.—Members shall be divided into three classes: Class A (Company Members) Class B (Members), Class C (Associate Members).

SECTION 2.—Class A members shall be commercial, industrial, transportation or governmental organizations, whether under corporation, firm or individual ownership, which now are or may be interested in the education of their employes. They shall be entitled, through their properly accredited representatives, to attend all meetings of the Association, to vote and to hold office.

SECTION 3.—Class B members shall be officers, managers or instructors of schools conducted by corporations that are Class A members. They shall be entitled to hold office and attend all general meetings of the Association.

SECTION 4.—Class C members shall be those not eligible for membership in Class A or Class B who are in sympathy with the objects of the Association.

## Dues

*From the Constitution—Article VII.*

SECTION 1.—The annual dues of Class A members shall be \$100.00.

SECTION 2.—The annual dues of Class B members shall be \$5.00 and the annual dues of Class C members shall be \$10.00.

SECTION 3.—All dues shall be payable in advance and shall cover the calendar year. New Class A members joining between January 1st and April 1st shall pay first year's dues of \$100.00; those joining between April 1st and July 1st shall pay nine months' dues or \$75.00; those joining between July 1st and October 1st shall pay six months' dues or \$50.00; those joining between October 1st and December 31st shall pay three months' dues of \$25.00, but for subsequent years shall pay full dues of \$100.00. Any member in arrears for three months shall be dropped by the Executive Committee unless in its judgment sufficient reasons shall exist for continuing members on the roll.

## Officers 1920-1921

### PRESIDENT

L. L. Park  
American Locomotive Company

### FIRST VICE-PRESIDENT

M. S. Sloan  
Brooklyn Edison Co., Inc.

### SECOND VICE-PRESIDENT

Henry S. Dennison  
Dennison Manufacturing Company

### SECRETARY

Dr. Lee Galloway  
New York University

### MANAGING DIRECTOR AND TREASURER

F. C. Henderschott  
The New York Edison Company

### EXECUTIVE COMMITTEE

Sydney W. Ashe  
General Electric Company  
C. E. Bilton  
The Bilton Machine Tool Company  
Carl S. Coler  
Westinghouse Electric & Manufacturing Company  
J. H. Yoder  
The Pennsylvania Railroad Company  
John McLeod  
Carnegie Steel Company  
E. E. Sheldon  
R. R. Donnelley & Sons Company  
W. W. Kincaid  
The Spirella Company, Inc.  
George N. Van Derhoef  
Dodge Manufacturing Company  
K. W. Waterson  
American Telephone & Telegraph Company  
F. E. Weakly  
Montgomery Ward & Company







# BULLETIN

Published Monthly by  
THE NATIONAL ASSOCIATION OF CORPORATION SCHOOLS  
130 E. 15th Street, New York, N. Y.  
Edited by F. C. Henderschott, Managing Director

---

25 Cents a Copy

\$2.00 For a Year

---

Volume II

July, 1920

No. 7.

---

## THE FUNCTIONS OF MANAGEMENT OF A MODERN BUSINESS ORGANIZATION

In the more recent past there has been recognition of the fact that ownership and management as applied to at least the larger of the commercial and industrial organizations are not synonymous. For example, the ownership and management of the Pennsylvania Railroad Company are wholly separate. The same is true of the American Telephone & Telegraph Company, and the list could be extended almost indefinitely.

At one time, years ago before large aggregations of capital were known, ownership and management were practically the same, but this condition has disappeared and management has become a separate and distinctive function. So, when we consider the vital factors in an industrial or commercial business organization, we must not confuse management with ownership. In fact, with the increasing number of business organizations which are inviting and making it as easy as possible for their better grade of workers, especially skilled workers, to become stockholders, management is assuming a relation not materially different than that of the skilled workers. The functions, of course, are wholly different, for management has become a profession, something quite apart from merely the protection of the best interests of the stockholders. Management is also now charged with protecting the best interests of the workers and the best interests of the public or the purchasers of the products which the company makes.

In an address to the National Association of Clothiers at one of its annual meetings in New York recently, Mr. William M. Wood, President of the American Woolen Company, very

clearly pointed out the present functions of the management of a large business organization:

"The changes that have been brought about from the days of the little mills of our forefathers, operated among the hills of New England, beside the brooks and rivers wherever water-power could be found, are very marvelous.

"But with these changes have come great and vital problems for solution—problems not only industrial, but social and political. We now have vast factories where thousands of operatives work in one unit and under a single roof; and beyond this, scores of these great mills have come under a single management. The advantages in the economy of operation, as well as in many other respects, have made this necessary. Our own Company, for illustration, now operates fifty-four mills scattered throughout New England and New York, and employs some forty thousand operatives. While this is the largest company, it is but a type and illustration of many similar ones.

"The ownership and methods of management of textile mills are also changed. The smaller individual mills were operated by a single owner—or perhaps by two or three. Then the owner knew all his help familiarly, and oftentimes by name. He was in the closest touch with them from day to day. The operatives were sons and daughters of his neighbors, alike of New England stock, with history and traditions and ideals the same. There were no distinctions of class, no differences of race or religion. There was not only personal contact, but frequently personal intimacy between the owner and his employes. Together they constituted a great industrial democracy.

"But today, those who own or manage textile mills see or become acquainted with the workers, if at all, only by the merest chance. There is no opportunity in the industry for the personal contact of the old days, a contact which meant so much to successful administration. For how could I, for example, even hope to meet and know forty thousand operatives scattered throughout New England; much less to know and appreciate the quarter million people or so that constitute their families?

"Nor could I to any greater degree, know even the people who own the mills. We have in our Company some seventeen thousand stockholders, and I venture to say that I have not the pleasure of knowing a score of the number. It is impossible for me to meet them. But few of them attend our stockholders' meetings, and there is no occasion for me to know them except

by the names of our stock ledgers—and frequently these give but little indication as to who the real owners are.

"A similar situation exists with regard to those who buy and distribute our cloth. The mill-owner who in the olden days used to manage his own mill, knew personally and familiarly all his customers. But except upon fortunate occasions like this, I can seldom meet those who buy our fabrics; and it is almost equally seldom that I see or know those men from whom our Company buys its supplies.

"You will pardon me, I am sure, if I refer to my own position by way of illustration. Here I am in a sense a trustee, charged with duties affecting the lives, prosperity and happiness of more than forty thousand workers in our different mills, who by the iron necessity of circumstances, must be personally unknown to me, and to whom of necessity I am a person of a character and of characteristics of which these workers can judge only by what I do or by what they themselves imagine and conjecture regarding me.

"On the other hand, I am as much a trustee, holding millions of dollars of property placed in my hands by thousands of different investors, practically all of whom are personally as much strangers to me as the workers in the mills. . . .

"I hardly need to point out to you how delicate these duties are in relation to each other, or how vitally they may at times conflict. If I should give to the employees excessive wages, I should thereby unjustly take the amount thus spent either from the investor or from the public. If I should take it from the investor, he does not have a fair return upon his money. If I charge it in the price which the public pays, they are called upon to pay for the fabric which they must have, more than a just price

"If, on the other hand, I deny to the worker his proper wage, thus favoring the investor or the public, I thus do an injustice to humanity; I inflict a wrong on thousands of toilers and the thousands in the families dependent upon them.

"Let us take the case of the investor. He has committed to me his property in the confidence that I shall be faithful to the trust that I have accepted in his behalf; that I will be honest and fair and square with his interests; that I will manage his property wisely, with sound judgment, and, above all, successfully. If I should falter in the discharge of this trust, if I should take from the investor and give unfairly to the worker, or to the public who buy our product, I should not be fit to hold my trust.

"Take the case of the public whom you represent. If I should willingly assent that the workers and investors, combining together to exact a higher wage or a larger profit from the public than was fair, I should assent to an injustice to thousands of the people who wear the clothes which you make up from our fabric, and thus do to them a serious social wrong.

"It is thus my duty and the duty of those who constitute with me the management, to hold the scales fairly and justly as between these three great interests—the worker, the investor, and the public. It is my duty to see that so far as I have power, no injustice shall be done to either or any, but that the problem shall be fairly, or at least honestly solved.

"How am I to bring about this result? What are the principles which are to guide one holding the position which I hold of executive management?

"Take the case of the workers. They look to me, as they have a right to look to me, to see that the conditions under which they labor are fair; that the pay they get is fair pay; that they shall be enabled to live clean, wholesome lives, to educate their children, to advance the standards of their living.

"The lack of personal contact, the loss of the old relations between the workers and the management, of course, cripple me in this task. I cannot personally know of the conditions which surround our operatives. I cannot enter into their lives and know their thoughts, as I would like to do. Many of them, as you know, do not speak our language. They have come to us from foreign lands to share with us here the liberty and the prosperity which have grown up in this wonderful land of ours. They have come from conditions which were different, many of them sad and embittering, which are reflected in their resentments against existing institutions. They are citizens in the making, and it is a part of our duty as managers to assist in making them good citizens.

"From my own experience I feel personally a deep interest in them and their aspirations. I feel keenly, too, my duty to them—a duty that I have tried to fulfil both because I understand and sympathize with the workers, and because I know that no manufacturer can be successful who fails to appreciate and live up to the full measure of that duty. I know that no industry can succeed if those who toil in it day by day are unjustly and unfairly treated.

"Therefore, as measures of justice, as well as measures for the benefit of our industry, our Company has undertaken to do

something to take the place of the lost personal contact with workers, to do something for the betterment of their conditions; to look after them in illness as well as when they are at work; to assist in their education and knowledge of our American ideals and institutions."

### SAVING LIVES THROUGH WELFARE WORK

Dr. Lee K. Frankel, Third Vice-President of the Metropolitan Life Insurance Company, favors the *BULLETIN* with information on the subject of "saving lives through welfare work." The statistics which Dr. Frankel has compiled are most interesting.

"The reduction in the mortality from typhoid fever among Industrial policy-holders of the Metropolitan Life Insurance Company between 1911 and 1919 was 69%. The acute infectious diseases of childhood showed a reduction of 46.7%. The death rate from tuberculosis of the lungs was reduced 33.1%; from organic diseases of the heart, 23.1%; from Bright's disease, 25.8%; from diseases relating to child-bearing, 6.5%, and the external causes, including accidents, showed a reduction of 7.9%.

"We have made a comparison between the experience of the Company and that of the Registration Area of the United States which now includes about 80% of the entire population of the United States. As the figures for 1918 and 1919 for the Registration Area are not available, comparisons are made for the years 1911 to 1917. In every one of the diseases and conditions mentioned above, and for certain others, the reduction in the Company's experience is greater than that observed in the Registration Area. The difference is most marked in those diseases which, like typhoid fever, diseases of childhood, tuberculosis of the lungs, diseases relating to child-bearing, have been most subject to the Company's Nursing Service and to the educational campaign. We need no longer hesitate to say that these have been responsible in a large measure for the relatively greater saving of lives among policy-holders than in the general population.

"It is of course impossible to state the exact extent of the saving in mortality. The following calculation is, however, in order: Between 1911 and 1917, there was no reduction in the death rate in the Registration Area (ages 1 to 74 years), but rather an increase of 1.3%. Between 1911 and 1919, there was



a reduction of 2.18 deaths per 1,000 in the Company's experience. This, applied to the 12½ million lives exposed during 1919, means a saving of 27,500 lives during that year. The actual saving in death claims was over \$5,211,000. If we assume that only one-half of this was due to Welfare Work, we may state that, as a result of the campaign which the Superintendents, Agents and Nurses have carried on, there resulted a saving of \$2,605,625 in 1919 to the Company.

"The effectiveness of the Company's efforts is borne out more fully if we study the mortality savings by sex and age groups. The life conservation work of the Company reaches more particularly women and children. If our assumption is correct, we should expect to find a larger mortality reduction among females than among males and, secondly, among children than among adults. That this is actually so is shown by the following gains in mortality between 1911 and 1917. The reduction in the death rate among white males was 6.6%. Among white females, the reduction was 12.1%. At every age the reduction was much more marked among females than among males. In both sexes the reduction was very striking for all ages under 15. Between the ages of 25 and 34, the child-bearing period, female Industrial policy-holders showed a reduction in the death rate of 20.5%, whereas in the Registration Area the reduction was only 3.8%. The saving was five times greater in the one group than in the other. Such a difference cannot be explained by chance, but rather by the very effective work of the Company's Nursing Service which has concentrated its efforts upon the women at child-bearing ages."

The old philosophy that a corporation has no soul is effectually refuted by the compilation of data here given. One has but to visit the hospital maintained upon Mount McGregor by the Metropolitan Life Insurance Company to realize that the aims of this organization are more than mere profit-making. It is a humane institution and its interests are in humane problems.

---

### THE MORTALITY IN OUR EDUCATIONAL SYSTEM

The Government's Bureau of Education has just issued a Bulletin on statistics of State school systems. The information contained in the Bulletin (No. 11, 1920 series) was prepared by the Statistical Division of the Bureau of Education. Comparison

is made as between the number of children of different ages in the public schools in 1907 and 1918. These statistics show the mortality in our educational system.

"As it is difficult to ascertain the number of survivors in our lower grade," the summary of the statistics points out, "the computation omits the first four grades from consideration. From the survival percentages obtained it is found that only eighty-six per cent of the beginning pupils reach the fifth grade; seventy-three per cent the sixth grade; almost sixty-four per cent the seventh grade; about fifty-eight per cent the eighth grade; nearly thirty-two per cent the first year of high school; twenty-three per cent the second; almost seventeen per cent the third, and over fourteen per cent the fourth year of high school on schedule time. A little over thirteen per cent of the number entering the elementary school in 1907 will remain to graduate from a four-year high-school course in 1918. Slightly higher survival percentages obtain if the factor of retardation is not considered, thereby showing approximately the number eventually reaching each grade.

"These percentages are significant, since they show the holding power of the public schools and indicate just what percentage of children is now reaching the different educational levels."

While it is encouraging to learn that the percentage of children in school in 1918 was greater than in 1907, it is disconcerting to find that only fourteen per cent of all the children who enter the first grade remain to complete the last year in the high school, and only about fifty-eight per cent complete the grammar grades. The mortality, when colleges and other higher educational institutions are included, is even greater. Putting it another way, only about one-half of the citizens of the United States are receiving a grammar school education, and something over fourteen per cent a high-school education. The exact figures as to the percentage who entered college and remained to complete the courses are not available, but it is less than four per cent. The authenticity of the statistics contained in the report cannot be questioned as the information was furnished by the various state officers of education and supplemented by

reports from other sources made directly to the Federal Bureau of Education. There are seventeen states which have what may be considered satisfactory school systems. Five additional states have fairly satisfactory educational systems, or altogether, somewhat less than one-half of the total of the states.

While the total number of children of school age has decreased from a ratio of 31.3 in 1870 to 26.4 in 1910, the number of children between the ages of five and eighteen years who were attending school has increased gradually since 1870, with the exception of the year 1905. A further favorable development is found in the fact that children who had enrolled in school attend more regularly than they did several decades ago. In 1870 less than sixty out of each one hundred pupils enrolled attended school each day, while in 1915 over seventy-six out of each one hundred enrolled pupils attended each day the schools where in session. There was a slight falling off in the attendance record in 1918, undoubtedly due to the war. The increased attendance and the increased enrollment is attributed to compulsory educational laws which have been adopted in several of the states. There is, however, still room for improvement, as about one-fourth of the children of school age are still out of the public schools, and only three children out of every four enrolled attend daily.

---

#### NEWSY NOTES

The Dodge Manufacturing Company is erecting at their main plant in Mishawaka, Indiana, a building which will be used as a recreation center.

---

The Illinois Steel Company is strongly backing the Boy Scout organization. Joliet, where one of the main plants of the company is located, has forty-five scout troops, averaging about twenty boys to a troop.

---

The Graton & Knight Manufacturing Company has adopted the plan of having its foremen hold regular weekly meetings. In inaugurating the plan, it was "realized that the success of an organization is to a great extent in the hands of its foremen." The object of the meetings is to "have its foremen make themselves

more competent in keeping abreast with the best industrial organizations of America."

---

The apprentice school of the Yale & Towne Company announces the opening of two new apprentice courses—heat treatment of metals and screw machine operating—both three-year courses.

---

By almost a unanimous vote it was decided to continue the Employe Representation Plan at the Eastman Kodak Company for another year. The plan consists of seven representatives elected by the employes, and seven representing management. In addition there is a chairman and secretary of the joint committee.

---

The "Stouts" among the women employes of Montgomery Ward & Company have organized an "Anti-Fat Society." The society recently put in a strenuous day at the Rest Home, all reporting an increase in weight. All that was lost, according to the account which appeared in the company's employe publication, was considerable dignity and a few hat pins.

---

Montgomery Ward & Company allow their employes to purchase certain articles of merchandise at a considerable reduction in price.

---

The Educational Committee of the Travelers Insurance Company has inaugurated a class in millinery. Enrollment is open to any of the women employes of the company.

---

A class in calisthenics has been organized in response to a request made by the girls employed by the Brighton Mills Company. The object is better health and better physical perfection.

---

#### **Country Club of du Pont Employes**

A country club for the use of du Pont employes at their Wilmington plant has been organized and will be controlled and managed by the employes themselves. The new organization is known as the du Pont Country Club. About fifteen thousand dollars has been expended in putting the grounds in condition. Non-resident membership is provided for and consists of employes of the company wherever employed. The initiation is \$10.00 for men and \$5.00 for women employes.

## EIGHTH ANNUAL CONVENTION REPORT

The Presidential Address of Mr. Kincaid Was Well Received and is Here Reproduced That All Our Members May Have Knowledge of His Recommendations—The Annual Report of the Managing Director is Also Included in the Report Which Follows—The Treasurer's Annual Report Shows Association in Healthy Financial Condition—Program of Executive Committee for Incorporation of the Association and the Building of an Institution Deferred for Final Action Through a Mail Vote of All Class "A" Representatives—List of New Officers Unanimously Elected and Appointment of New Nominating Committee—Also Report of the Activities of the Executive Committee at Its Final Session on the Opening Day of the Convention and Reelection of Managing Director, Secretary and Treasurer.

The Eighth Annual Convention was the most successful the Association has held. The attendance was larger, discussion more pronounced, and volume of business transacted greater than at any previous convention.

The Executive Committee held its last meeting on Monday morning, May 31st, and cleared its docket. In the afternoon the convention proper was opened by an address of welcome given by Mr. A. S. Donaldson, chairman of the New York Chapter, and a response by President Kincaid. The presidential address was then given, followed by annual reports on behalf of the managing director and the treasurer. The balance of Monday session and all of Tuesday, Wednesday and Thursday were consumed in discussions of the fourteen sub-committee reports which were presented. The evenings of these days were given over to informal round tables, as were also the luncheon periods. The delegates and guests usually consumed thirty minutes of the hour and half noon-day intermission for the purpose of securing luncheon, and the hour in informal discussions.

The informal banquet given on Thursday evening by the Local Chapter to delegates and guests was a most pronounced success. A detailed report is included in this article.

On Friday morning the Committee on Resolutions made its report, which was unanimously adopted. President Kincaid, retiring members of the Executive Committee, the sub-committees and managing director were thanked, also the management of the Waldorf-Astoria Hotel, where the convention was held. A special vote of thanks was given to the Executive Committee for "its sincere effort to translate and make effective the resolution passed at the Seventh Annual Convention in Chicago, having as its ob-



ject, and being the expression of the members present, that the functions of the Association should be enlarged, and that a physical home should be established, wherein the Association can continue its activities on a broader and more helpful scale." The New York Edison Company was also extended the sincere appreciation of the Association for its continued financial support. The New York Chapter was also thanked for the entertainment given to the delegates and guests and for the splendid arrangements which had been made for the conduct of the convention. Mr. T. E. Crossman, the official stenographer, was also thanked, and the Association's indebtedness to him recognized. The committee was composed of: R. B. Bonney, chairman, Mountain States Telephone & Telegraph Company; John D. Gill, of the Atlantic Refining Company; J. M. Alexander, of the Tennessee Furniture Corporation; R. L. Heaton, of F. S. Bowser & Company, and F. E. Jones, of the Warner & Swasey Company.

Mr. L. W. Lane, of the Nominating Committee, appointed at the Seventh Annual Convention, reported for the committee, which report was unanimously approved. The officers nominated and elected are as follows:

#### **Officers Elected**

*President*—L. L. Park, of the American Locomotive Company.

*First Vice-President*—M. S. Sloan, president of the Brooklyn Edison Company, Inc.

*Second Vice-President*—Henry S. Dennison, president of the Dennison Manufacturing Company.

Members of the Executive Committee to serve for three years each: J. H. Yoder, of the Pennsylvania Railroad Company; E. E. Sheldon, of R. R. Donnelley & Sons Company; F. E. Weakly, of Montgomery Ward & Company.

#### **Nominating Committee**

The following were chosen as a committee to nominate officers to be elected at the Ninth Annual Convention:

L. W. Lane, chairman, Successful Farming Company.

H. A. Hopf, Federal Reserve Bank of New York.

H. E. Puffer, Larkin Company.

Harry H. Tukey, Submarine Boat Corporation.

J. E. Banks, American Bridge Company.

J. F. Kelly, The New York Edison Company.

**Consideration of Proposed Chart and Revision of By-Laws**

The managing director read the proposed chart and revised by-laws as submitted by the Executive Committee. There was long and earnest discussion on the part of the representatives of Class "A" members, and it developed that the new plans had not been fully understood and that there was differences of opinion among the delegates as to some of the features involved in the proposed reorganization. After long and earnest discussion it was decided to pass upon the proposed Articles of Incorporation and Revised By-Laws by a mail vote of all representatives of Class "A" members. The matter was thus referred to the Executive Committee for further action along the lines indicated.

**Banquet**

The banquet was held in the Myrtle Room, adjoining the Astor Gallery in the Waldorf-Astoria Hotel. Delegates were guests of the New York Chapter. After a most satisfactory dinner had been served, Mr. F. E. Pitzer, of the Equitable Life Assurance Society, chairman of the Entertainment Committee, presented the program of entertainment. The orchestra, which played during the dinner and accompanied the diners in rendering many of the favorite songs of the past and present, was temporarily superseded by the Entertainment Committee's artists. The program consisted of selections by the Plectum Club of the Metropolitan Life Insurance Company (twenty-eight girls faultlessly attired in white), the Mandolin Club of the Brighton Mills (ten girls), Miss Adele Eschwei, soprano soloist, of the Consolidated Gas Company; Miss Violet Cotton, oriental dancer, of The New York Edison Company; Mr. H. Himsworth, tenor soloist, of the Astoria Light, Heat & Power Company; Mr. Frank Benz, basso soloist, of the Standard Gas Light Company. All of the soloists are members of the Gas and Electric Choral Society, an organization composed of employes of the allied gas and electric companies of New York City. Mr. E. C. Carter, Jr., is president of the Choral Society, and it was through his good offices that this talent was secured. Miss Gertrude Adams, æsthetic dancer, of the Equitable Life Assurance Society; Mr. Ladson Butler, magician, of the Yawman & Erbe Company. The artists were received with much applause and the program voted a complete success. Perhaps the most pleasing feature of the program was the wit and humor interspersed by Mr. Pitzer, who acted as announcer and master of ceremonies. At the conclusion of the banquet dancing was enjoyed in the Myrtle Room.

### **"Seeing New York" Boat Trip**

It has always been the custom of the Association to play in the afternoon following the business session. This year was no exception. The New York Chapter had invited all delegates and guests to see New York on the sight-seeing yacht "Edwin B. Gardner," which had been chartered by Dr. L. F. Fuld, the new chairman of the New York Chapter. The boat left its dock at West Forty-second Street at 2:25 P.M., having on board the tired but happy delegates and guests, accompanied by the Glee Club of the New York Police Force, with Inspector Alfred W. Thor in charge, and the affiliated gas and electric companies' band, George Driegel, director. It is difficult to determine which the delegates and guests enjoyed most—the sights of New York or the music furnished by the band and the Glee Club. Perhaps the Glee Club was the most popular, due to the variety of entertainment which it furnished. The Police Department of New York has Class "A" membership in the Association, which made it possible for the delegates and guests to really know New York's "finest." The sight-seeing yacht proceeded leisurely south on the Hudson River, passing Ellis Island, the Statue of Liberty, Governor's Island, the Billion Dollar Sky Line, then rounding the Battery and turning north on the East River, passing the Brooklyn Navy Yard, under the many bridges which lead to Brooklyn, past Blackwell's Island with its city institutions, Randall's Island, Ward's Island, through Hell Gate, up the Harlem River into the Hudson River, then proceeding leisurely northward to Yonkers, and then back again along the Palisades on the west shore, across to Riverside Drive, past Grant's Tomb, Sailors' Monument and other points of interest to the place of starting. It was the unanimous opinion of all who enjoyed the trip that the Entertainment Committee and the New York Chapter had left nothing undone which would have contributed to the entertainment and pleasure of their guests.

#### **Convention Entertainment Committees**

*Hotel Accommodations and Reservations*—Paul C. Holter, chairman, W. R. Grace & Company.

*Entertainment*—F. P. Pitzer, chairman, Equitable Life Assurance Society.

*Finance*—Percy S. Straus, chairman, R. H. Macy & Company.

*Publicity*—F. C. Henderschott, chairman, The New York Edison Company.

**PRESIDENT KINCAID'S ANNUAL ADDRESS**

In addressing you, upon this, the occasion of our Eighth Annual Convention, I shall take time only to touch briefly upon some of the more important phases of the work which has been accomplished during the year. A year is a brief time in the history of an organization founded upon such a broad basis as that on which our Association is established, and covering such a wide and important field. The policy of such an organization must be elastic, far-reaching, and continue in force and effect from year to year if results are to be achieved. It cannot, therefore, be affected materially by the coming and the passing of a presiding officer whose term of office extends over a period of only one year.

It is well, undoubtedly, that the president of this Association does not have the time to inaugurate and put into effect too many ideas; he must confine himself mainly to carrying on and perfecting the policies and ideas which are already in active operation. His responsibility, then, is centered mainly in that of administering and carrying out the plans of the institution rather than in creating and putting into effect new policies and plans.

As an Association of corporations and individuals, our organization has always been a democratic one, and let us hope that it will always remain so. The policies and plans of our organization have been initiated by the members, and your officers and Executive Committee have been delegated the responsibility of carrying out your plans and wishes.

The subjects for committee work and committee reports have, in a large measure, been suggested by the members of the Association, and your Executive Committee has from year to year, usually upon suggestion, added new subjects and dropped those which have been exhausted or the interest in which has waned. Our program of work and operation has been adjustable and adapted to the needs and demands of the members so far as the plan and funds of our organization would permit.

Aside from the usual routine business which an executive board is called upon to transact, your Executive Committee during the past year has lent itself almost wholly to the task of carrying out the instructions given it by the members at the last annual meeting held at Hotel Blackstone, Chicago. At our business meeting on Friday morning, June 6, 1919, a resolution was presented and adopted asking that the Executive Committee make plans as soon as practicable to secure our own offices for the ad-

ministrative work of our Association, and that we secure the full time and effort of a managing director and office staff.

Your Executive Committee took these instructions seriously, and, at a meeting held on September 9, 1919, the following resolution was adopted:

*"Resolved*, that the developments which our Association made and the plans which have been discussed for future progress make it seem desirable that a committee be appointed to make a careful study of our Association's constitution and submit recommendations for changes in the constitution, or perhaps the adoption of a new constitution; that this sub-committee be also instructed to study the constitution approved by the Executive Committee for Local Chapters, with a view to offering amendments which may be recommended by the representatives of Local Chapters as a result of the experience gained in such Local Chapters.

A further resolution was also offered:

*"Conforming with the instructions given the Executive Committee at the business session during the Chicago Convention, that our Association may begin the building up of an organization preliminary to separation of our Association from the financial support heretofore accorded by the New York Edison Company.*

*"Resolved*, that the President and Managing Director be empowered to hire such clerical help, workers and other assistants as in their judgment may seem in the best interests of our Association."

It was also moved and unanimously adopted that a sub-committee of the Executive Committee be appointed to consider the question of incorporating our Association, this committee to report at the next meeting of the Executive Committee.

A sub-committee was also appointed on the revision of the Constitution and By-Laws.

Another sub-committee was appointed, and authorized to give consideration to the question of permanent headquarters for our Association.

All of the committees, with the exception of the one on location of permanent quarters, have been active throughout the year, reporting the progress of their work from time to time to the Executive Committee.

Your Executive Committee also appointed a committee upon the preparation of a manual for Local Chapters, including the revision of the Constitution and By-Laws for Local Chapters.

The last committee has worked faithfully upon the subject



assigned it, and has for our consideration a complete and comprehensive report of a well-prepared and well-edited Manual.

One phase of the practical development of our Association is the organization and building up of the Local Chapters in localities where there are three or more Class "A" Members. Personally I have had the experience during the past year of helping to organize and establish the Western New York Local Chapter. In starting our Chapter we were assisted by Mr. John McLeod, the father of the Local Chapter idea, and Mr. P. E. Wakefield, both of the Pittsburgh Chapter, which assistance has been of great service to us.

While the work of our committees, the Special and Confidential Reports furnished our Class "A" members, and the Bulletins are very helpful, many of the executives and managers of member companies have felt that they needed help and assistance in adapting the literature and reports to their respective needs. I feel that the Local Chapters can take up the subjects discussed in the BULLETIN and in our reports together with other subjects, and make them available for the member companies.

In our work in the Western New York Chapter during the past year we established as a feature of our meetings Round Table discussions on subjects selected by the members of our Chapter. The interest in the Local Chapter work was well sustained throughout the year, and at our Annual Meeting, held May 20th at Niagara Falls, there was a wonderful expression of appreciation on the part of our members as to the benefits which they had received from the first year's work. All pledged their faith and continued support throughout the coming year.

We sincerely hope that with the aid of our new Manual and the cooperation of our National Association, many new Chapters may be formed, and that we shall be able to report at our next Convention as large a measure of success with each as the Western New York Chapter has shown this year.

To extend the services of the National Association and locate ourselves in our own offices requires a more liberal policy of financing than our annual membership dues will permit. If we are to grow and to meet the necessities of industry and commerce in the field of Personnel Relations, we must have sufficient financial backing and adequate offices and staff with which to do the required work. To secure this backing, it is the conviction of our Executive Committee that we should establish a permanent organization, legally incorporated, and adopt a set of by-laws, setting forth most fully our aims and objects.

It was suggested that we could secure the necessary finances for the further development of the work of the Association by increasing our dues to Class "A" members and by grading the dues according to the size of the member corporations and the service extended to them. A plan of grading the dues based upon the amount of capital stock of the member corporations was submitted. While a majority of those replying agreed to this increase of dues, many did not. Others did not reply, and as the plan did not meet with anything like unanimous approval, it was discarded.

The Executive Committee has sought faithfully and sincerely to devise ways and means whereby we can provide adequate finances for the Association so that we may expand the service to our Class "A" members.

We have, therefore, centered our efforts upon the plan of incorporation and a permanent organization of the Association. We recommend the incorporation and the adoption of suitable by-laws as the first step to be taken. This accomplished, we can then turn our attention to financing and building a permanent institution for the service of industry and commerce.

At the meeting of the Executive Committee held on May 11th, the reports of the committees on incorporation and by-laws were received for presentation to the members of the Association at this meeting. We hope that they will have your earnest consideration, and that, with such amendments as you may desire to make, they will be adopted.

You will see by the draft of the Articles of Incorporation which was sent to all Class "A" members, that the committee recommends the changing of our name to that of "The American Institution of Industry and Commerce." As has been stated by former Presidents, and at nearly every meeting of our Association, the feeling has been prevalent that our name, while serving its purpose well in the earlier years of our Association, does not represent the aims, objects and activities of our work to-day.

The Executive Committee for more than two years has periodically taken up this subject and considered a change of name. The name which we are presenting to you appeals to us as comprehensive, and at the same time sufficiently definite for our purpose. Our educational efforts are not confined to strictly school or academic phases of education. We are more than a school in the common acceptance of the term "school." The demands of industry and commerce today are so broad and exacting upon the individual worker that all his resources are

called into action by some phase of the work of the industry. Industry demands of the worker a preparation based upon actual experience rather than academic study only.

While as an organization we cannot hope to meet the specific demands of all classes of business institutions, we can and do, in a large measure, treat the fundamental or basic problems of industry. Broad as has been our policy and the scope of our activities, the treatment of the subject-matter in our reports has been both basic and specific. While in the future we must continue to follow the line of the basic and the fundamental, we can, with the proper financing and a well organized staff of specialists, extend a specific service to all our member companies. This, I believe, they will welcome and support.

In due course of time we can take another and most important step. We can, and I believe we will, establish a training school for executives and teachers in personnel work. It has been suggested that this class of training can best be conducted by our universities and colleges. Our feeling is that universities and colleges are as yet too academic in this class of instruction; that if industry is to have trained men who will be able to meet present-day demands, it must train them itself. This training must be done by men who are themselves actively engaged in industry. While much has been accomplished in the personnel field by our member companies and others who have specialized in this particular phase of industrial education, our efforts are yet too fragmentary, the work accomplished so far is too experimental in its nature, to be turned over to any body of men who are not in daily contact with industry.

Industry itself is the laboratory in which further experiments and study of the principles of personnel work must be conducted. A school for personnel work, therefore, controlled, conducted and managed by industry, for industry, is the only practicable and possible solution of the problem of industrial education.

Such a school should not function independently of other educational activities and institutions, but rather in cooperation with them. We need all the educational institutions we have and more of them. The particular kind of training work which we are called upon to do, however, cannot, for various reasons, be accomplished by any of the established institutions as they are organized today.

As one who has spent years in the school of industry, grappling with some of the problems which bring us together here

today, I feel that we must get the vision of our responsibility. We must set up a standard of industrial education adequate for our needs.

With a permanent organization and the goal of a more definite service to industry, we will be in a position to ask and obtain such finances as are necessary to expand and carry out the policy upon which The National Association of Corporation Schools was founded.

It is not necessary for me to emphasize the fact that the World War and the problems growing out of it, especially during the reconstruction period, has placed at our door large responsibilities which we are better fitted than any other organization to assume. It is conceded by all students of industrial problems that the solution for the same is to be found in education and training. With this thought I find myself in agreement. We must, however, apply the term "education" in its broadest sense. It cannot be applied in any narrow sense to the employe only, or to a system narrow in its scope.

We must educate everyone connected with industry—regardless of his position—whether he be president or office boy, superintendent or laborer—and make him feel a just and proper responsibility for the job in hand, to the corporation he serves and to the community in which he lives.

Our Association has been criticised for attempting to cover too wide a range of activities. Our answer is that we are not yet covering a sufficiently wide range of activities, and our reason for not making it wider is our inability to command the necessary staff and finances to do it.

Any training or development, physical, mental or ethical, which makes a man more fit for and more efficient in his work, is necessary and essential education. It increases the possibility of the man's service to his business, to his community and to himself. We cannot, therefore, narrow the scope of our activities and meet the needs of education in industry.

This, then, is our problem. This is the challenge thrown down to us at this, the Eighth Annual Meeting of our Association. There are no backward steps to be taken; the challenge requires us to move onward and upward. Let us accept it cheerfully, whole-heartedly; let us grapple with it manfully and intelligently; let us meet the issue and pass on to generations yet to come a service which we alone are able at this time to render industry, the nation and the world.

### MANAGING DIRECTOR'S REPORT

*Mr. President and Members:*

The outstanding development in the Association during the past year has been the effort to carry out the wishes of the members as expressed in a resolution passed during the business session of the Seventh Annual Convention held in Chicago last year. It was the purpose of the resolution that our Association should, as rapidly as possible, be separated from the support heretofore given by The New York Edison Company and become self-sustaining.

In making effective the wish of the members, considerable difficulty has been encountered. Part of this difficulty has been due to rising costs in conducting the Association's activities and in part also to reluctance on the part of our membership to pay larger annual dues than \$100 per year.

The Executive Committee has concentrated its energies during the entire year upon a future form of organization for the Association and a determination of functions. As a result of its efforts, the Executive Committee reached a decision that our Association should be incorporated, and your officers have drafted By-Laws under which the Association shall be administered if and when incorporated.

The effects of the World War have been more in evidence during the past year than during the preceding year, or during the period of the war. A portion of the service which the Association renders its members is carried on through voluntary effort, and this service is dependent wholly upon the ability of those of our members who are requested to serve or who volunteer their services to give the time and attention necessary in the performance of the duties assigned to them. The reports made by the sub-committees are dependent wholly upon voluntary effort. These reports, together with their discussions at the conventions, form the annual volume of proceedings, and these volumes constitute a history of the development of the personnel field in the United States so far as the activities of our Association are concerned. This year there were nineteen sub-committees to whom duties were assigned, one of which, the Committee on Survey and Recommendation, has made its report to the Executive Committee, and four have not submitted reports. The plan approved by the Executive Committee specifies that sub-committee reports should be in the hands of the Managing Director for printing and distribution to members not later than



April 1st, prior to the annual convention, but it has been found that some of the sub-committees could not complete their work by the period specified, with the result that several of these reports were late in reaching our members and others were not circulated at all, but are available for discussion during the convention. In pointing out the unfavorable condition that has resulted from voluntary service, I wish to be emphatic in stating that my purpose is not to discredit or blame anyone, but rather to call your attention to facts as they exist, for a clear understanding of facts is necessary for an intelligent discussion which may lead to the perfection of a better system which, in my judgment, is to have at least a portion of the work necessary in connection with the sub-committee reports, performed by paid investigators. This will be possible if the Association is incorporated and in position to secure a larger revenue.

Another difficulty encountered as previously mentioned has been the constant rising of costs of printing and other items which enter into the expense of the service which the Association renders to its members.

### **Membership**

This problem has been overcome in part by an increased membership. At the time of the Seventh Annual Convention, the total Class "A" membership was one hundred and twenty-two, which was increased prior to the close of the calendar year 1919 to one hundred and fifty-three. The loss, however, was somewhat heavier than in previous years, and our membership was reduced to one hundred and thirty-two, from which point there has been a gain to one hundred and forty-seven. Of this one hundred and forty-seven five members have not yet paid their dues for the current calendar year. Because of the unrest which has been so manifest in the industries and in the commerce of our country during the past year, it has been difficult to materially increase the Association's membership under the present form of conducting the Association's business. It is believed that a more permanent form of organization with larger revenue will insure better control of the Association's activities; will result in a material increase in membership. Class "B" and Class "C" memberships are now greater than at any previous period in the Association's history.

### **Special and Confidential Reports**

Your Managing Director's office has been able to keep to its schedule in the issuance of Special and Confidential Reports.

Since the last convention, two of each series have been issued—Report No. 4 of the Confidential Series—"A Preliminary Survey of the Problem of Representation in Management," and Report No. 5 (just received from the printer), "Bonus Plans and Other Schemes for Insuring Satisfactory Punctuality and Attendance Records." Report No. 4 of the Special Series was on the subject of "Hygiene and Sanitation for the Worker," and Report No. 5 on "Housing Plans." All of these reports were well received by the membership and the demands for additional copies on the part of our Class "A" members have made it necessary to double the number of reports issued, each issue now consisting of one thousand copies. All of the previous issues of Confidential and Special Reports have been reprinted to meet an increasing demand.

### 1919 Proceedings

The annual Proceedings of the Seventh Convention were issued according to schedule in the early part of November of last year. This volume was complete in all details, but was issued under great difficulties owing to a prolonged strike among the printers and pressmen of New York City. Difficulty was also experienced in getting the volumes to our members due to a strike on the part of the employees of express companies.

### Monthly Bulletin

The Managing Director's office has continued to issue the Association's Monthly Bulletin as in the past, the number being somewhat increased in order to meet the demand due to larger Class "A" membership, and an increase in the number of subscriptions received. In the early period, during which the BULLETIN was issued, it was difficult to find a sufficient amount of material descriptive of personnel developments to fill the pages of the BULLETIN. During the past year this condition has rapidly changed, with the result that it is now a question of what shall be selected for publication from among the rapidly increasing developments in the personnel field. The plan of preparing a feature article for each issue, the information being gathered largely by the questionnaire method, has been continued with good results.

### Consultation Service

Consultation Service on the part of your managing director has materially increased during the past year. Especially is this

service requested by and granted to new members. The daily mail has rapidly increased, but it has been possible to answer all inquiries promptly and in most cases to supply the information requested.

### **Local Chapters**

One new Local Chapter has been established during the past year with headquarters at Buffalo and known as the Western New York Chapter. It has been found inadvisable to attempt to establish Chapters in communities where the members do not request such action. Unless the members in a given community feel the need of a Local Chapter it will not thrive. There has been a considerable discussion of the establishment of Chapters in other communities, but as yet our members have not evidenced a desire for such action.

### **In Conclusion**

The development during the past year of those problems which lie in the personnel field has been rapid, but as yet this development has not reached a stage where permanent form of control has been established. Some of these developments have been promoted by voluntary associations similar to our own, and some by individual initiative, with the object of making a profit. It is apparent, however, that the time has now come when the personnel divisions of industrial and commercial organizations are being recognized as a necessity. It therefore seems opportune that our Association should have, through its executive officers, perfected a plan for incorporation and for enlarging its activities, with a permanent home and with suitable buildings and equipment for conducting its future work. While this permanent institution will not be known as a university, the functions of the "American Institution of Industry and Commerce" are not materially different from those of an academic school, except that the activities of the new institution will be confined wholly to gathering information about and in instruction in the problems which relate to personnel. In future years members of our Association will in all probability look back to the guidance given and to the perfection of the plans which have been worked out during the past year as of the greatest importance in the development of our Association into a permanent institution, the functions of which will in a large degree contribute toward the future welfare of our country.

### **FINAL MEETING OF THE EXECUTIVE COMMITTEE**

President Kincaid presided at the meeting which was held at the Waldorf-Astoria Hotel, Monday, May 31st, at ten o'clock. Other members present were: Dr. Lee Galloway, secretary, Mr. Mont. H. Wright, Mr. George N. VanDerhoef, Mr. John McLeod, Dr. H. M. Rowe, Mr. Sydney W. Ashe, and Mr. F. C. Henderschott, managing director.

The minutes of the May 11th meeting were approved.

The president read his annual address to the Executive Committee and it was unanimously approved.

The managing director's annual report was presented to the Executive Committee and unanimously approved.

Mr. Henderschott presented his annual report as treasurer, duly audited by Mr. M. T. Chernich, the official auditor of the Association. The report showed total receipts during the past year of \$19,643.89, and total disbursements of \$19,775.43. The report and the audit were both approved.

The treasurer's monthly report showing a cash balance of \$9,257.83 was approved and ordered filed.

The managing director presented a membership report, which showed an increase of one Class "A" and five Class "B" members since the last report to the Executive Committee.

A letter from Mr. I. B. Shoup in reference to accepting the Pittsburgh Public Schools as a Class "A" member was brought before the Executive Committee, and after discussion, Mr. Wright moved that the policy of the Association, not to accept educational institutions as Class "A" members, be adhered to. The motion was seconded by Dr. Rowe and unanimously adopted.

A letter from Mr. Harold M. Thurston in reference to the National Association of Corporation Schools cooperating with the National Thrift Week Committee in their "Thrift Plans" was discussed by the Committee, and upon motion of Dr. Rowe, seconded by Mr. Wright, it was agreed that the policy of the Association not to endorse movements outside of the Association be adhered to.

Mr. Wright moved that a Sub-Committee on Visualized Training and a Sub-Committee on Foremanship Training be organized for 1920-1921. The motion was seconded by Dr. Rowe, and unanimously adopted.

Mr. R. G. Rodkey, Chairman of the Committee on Survey and Recommendation, presented his report to the Executive Committee, which report was read by the managing director. Upon

motion of Mr. Wright, seconded by Mr. VanDerhoef, Mr. Rodkey's letter and report were accepted, and ordered filed.

There was discussion as to the Association's policy in furnishing copies of sub-committee reports to non-members, who, however, furnish information to the sub-committees. Mr. Ashe moved, and the motion was seconded by Dr. Galloway, that after members have secured as many copies of the sub-committee reports as they desire, remaining copies may be furnished to non-members who have been helpful to the sub-committees in their work.

There being no further business before the meeting, the Executive Committee adjourned *sine die* unless reconvened by the president during the convention.

#### **MEETING OF THE NEW EXECUTIVE COMMITTEE**

A meeting of the new Executive Committee was held at the Waldorf-Astoria Hotel on Friday, June 4th, convening at two o'clock. Mr. W. W. Kincaid, past president, presided. Other members present were: Messrs. George N. VanDerhoef, E. E. Sheldon, Sydney W. Ashe and F. C. Henderschott, managing director.

The only business that came before the meeting was the re-election of a managing director, a secretary, and a treasurer.

Dr. Lee Galloway was unanimously re-elected secretary.

Mr. F. C. Henderschott was unanimously re-elected managing director and treasurer.

The meeting then adjourned.

#### **Annual Meeting of New York Chapter**

The annual meeting of the New York Local Chapter was held Friday evening, May 21st, in the auditorium of the Training Department of R. H. Macy & Company. Chairman Donaldson presided.

The annual report of Secretary Kelly was unanimously approved. The report shows a marked increase in membership gained during the past year.

The report of the Nominating Committee was unanimously approved.

The following were selected to serve for the coming year: Chairman, Dr. L. F. Fuld, of Henry L. Doherty & Company; Vice-Chairman, Mr. Harry A. Hopf, of Federal Reserve Bank; Secretary-Treasurer, Mr. John F. Kelly, of The New York Edison Company; Executive Committee, Mr. H. W. Casler, of



New York Telephone Company; Mr. J. W. Dietz, of the Western Electric Company; Mr. A. S. Donaldson, of R. H. Macy & Company; Mr. C. R. Dooley, of the Standard Oil Company of New Jersey; Mrs. V. Drew, of Public School of New York; Dr. Samuel MacClintock, of McGraw Hill Company; Mr. F. P. Pitzer, of the Equitable Life Assurance Society; Mr. C. F. Pritchard, of the National Bank of Commerce; Inspector A. W. Thor, of the New York Police Department, and Mr. H. H. Tukey, of the Submarine Boat Corporation.

Mr. Harold M. Thurston, of Henry L. Doherty & Company, and Chairman of the National Association's Sub-Committee on Profit-Sharing and Allied Thrift Plans, was the speaker of the evening, and his subject was thrift. Luncheon was served by Chairman Donaldson and Miss Sidney at the conclusion of the business session.

---

#### **Chicago Chapter Elects Officers**

At the annual meeting of the Chicago Chapter, the following were elected officers for the ensuing year: Chairman, F. E. Weakly, of Montgomery Ward & Company; Vice-Chairman, E. E. Sheldon, R. R. Donnelley & Sons Company; Secretary and Treasurer, Miss Ann Durham, Federal Reserve Bank of Chicago.

---

#### **Annual Meeting of Western New York Chapter**

At the tenth monthly meeting of the Western New York Chapter, which was also the annual meeting, new officers were elected for the ensuing year: Chairman, E. R. Cole, Acheson-Graphite Company; Vice-Chairman, E. R. Blinn, Solvay Process Company; Secretary and Treasurer, H. E. Puffer, Larkin Company; members of Executive Committee, to serve three years: Ladson Butler, Yawman & Erbe Manufacturing Company; G. C. Bolton, Larkin Company; Eugenie LeRoux, The Spirella Company, Inc. A review of the Chapter's activities was given by Mr. W. W. Kincaid, President of the National Association, and short talks were made by several of the members of the Chapter. A committee was appointed to draft a program of activities for the Chapter for the coming year. The treasurer's reports showed the Chapter to be in a healthy financial condition.

---

#### **A Personnel Movement in Japan**

Mr. Kimio Hayashi, in charge of the personnel department for Furukawa & Company, Tokio, Japan, was a caller at the

managing director's office recently, and purchased a complete set of the Association's bound volumes of Proceedings and copies of all of the bound volumes of BULLETINS still on hand, and took an associate or Class "C" membership in the Association. After completing his studies in the United States, Mr. Hayashi will visit England, where he will secure such data as has been developed on personnel problems to supplement the information secured in the United States. Mr. Hayashi believes it will not be long before an organization, similar to The National Association of Corporation Schools in the United States and the Employers' Educational Association in England, will be organized in Japan.

#### **Developing Alien Employees Into Citizens at the John B. Stetson Company**

The class in Americanization of the John B. Stetson Company this year numbered thirty-five. This company has gone a little further than most other industrial organizations in that it trains its alien employees to the point where they can receive and do receive citizenship papers. At the graduation all members of the class were formally presented with their citizenship papers in the Stetson auditorium. Several hundred employees witnessed the ceremony.

#### **Commendable Action by the "House of Representatives" of Curtis Brothers & Company**

A special meeting of the "House of Representatives" of the employees of Curtis Brothers & Company was called recently to consider the question of a strike. The meeting was called to order by Chairman Leigh, a roll-call showing every member present. The following is taken from the minutes of the meeting:

Each representative was asked individually of the feeling of the men in his department as to a strike.

In every case they stated that the men were contented with the conditions as they are.

The following resolution was formulated and unanimously seconded and carried by the House of Representatives of the employees of Curtis Bros. & Co. at a special meeting held at the Curtis Club at 10:00 A.M., Saturday, May 8, 1920:

"In view of the fact that we are entirely contented with working conditions in our plant, with the scale of wages, which has been handled satisfactorily in the past by our wage committee and which we feel confident will be handled in the same way in

the future; with the hours, and with the management, and because we know that if we have differences to settle between the management and employes they are and will be settled through the corner-stones of industrial democracy, which are Justice, Economy, Energy and Cooperation, we feel that it would be detrimental to our personal liberties, the welfare of our families, our institution, both the plant and industrial democracy, the city of Clinton at large, and our customers, to go out on a strike. A strike, if carried out, would really decrease our earnings and thereby materially decrease our dividends which we now enjoy through industrial democracy.

At the same time we see no especial benefit to be gained for those outside of our institution who are interested in seeing us take the same action they are contemplating.

This resolution was drawn up in the House of Representatives, which is composed of employes only, and are elected by employes of Curtis Bros. & Co.

It was moved that the House accept this resolution and see that it is put in the papers. Seconded by acclamation and unanimously carried.

(signed)

U. G. LEIGH,  
Chairman of House of Representatives.  
N. E. DAVID,  
Secretary of House of Representatives."

### NEW MEMBERS

Since the last statement appearing in the BULLETIN the following new members have been received:

#### Class "A"

Scovill Manufacturing Company, Waterbury, Conn., Mr. H. D. Gallaudet.

Abraham & Strauss, Inc., Brooklyn, N. Y., Mr. A. F. Pickernell.

Ford Motor Company, Detroit, Mich., Mr. F. E. Searles.

The Lincoln National Life Insurance Company, Fort Wayne, Ind., Mr. Franklin B. Mead.

#### Class "B"

Mr. Tom J. Meek, The Spirella Company, Inc., New York, N. Y.

Mr. C. K. Tripp, General Electric Company, Lynn, Mass.

Mr. Dorr H. Woodward, Bridgeport Brass Company, Bridgeport, Conn.

Mr. Edwin Williams, The Spirella Company, Inc., Niagara Falls, N. Y.

Mr. W. E. Hosler, The Spirella Company, Inc., Niagara Falls, N. Y.

Mr. Horace G. Hill, Jr., The Atlantic Refining Company, Philadelphia, Pa.

Mr. W. B. Bruns, Sprague Works of General Electric Company, Bloomfield, N. J.

Mr. R. A. Carter, Jr., Consolidated Gas Company of New York, New York, N. Y.

Mr. Wm. E. Yeomans, Hyatt Bearings Division, General Motors Corporation, Newark, N. J.

Mr. John E. Raasch, Federal Reserve Bank of New York, New York, N. Y.

#### Class "C"

Mr. E. R. Blew, The Spirella Company of Canada, Ltd., Niagara Falls, Ontario, Canada.

Mr. Russell C. Lowell, Director of Vocational Education, Indianapolis, Ind.

Mr. Charles E. Eslinger, Fairbanks-Morse & Company, Beloit, Wis.

Mr. LeRoy H. Kurtz, General Motors Export Company, New York, N. Y.

Mr. Charles M. Smith, 131 Livingston Street, Brooklyn, N. Y.

Mr. Philip C. Molter, National Metal Trades Association, Chicago, Illinois.

Mr. Francis A. Clark, Educational Branch, United States Army, Governor's Island, N. Y.

Mrs. Virginia Drew, Washington Irving High School, New York, N. Y.

Mr. Robert B. Keller, Johnson School, Richmond Hill, Scranton, Pa.

Mr. P. A. Raibourn, Famous Players-Lasky Corporation, 485 Fifth Avenue, N. Y.

Mr. Kimio Hayashi, Furukawa & Company, Marunouchi, Tokio, Japan.

Miss Anna Y. Reed, United States Employment Service, Washington, D. C.

Mr. B. M. Nussbaum, Business Training Corporation, 185 Madison Avenue, New York, N. Y.

## THE PRUDENTIAL COMPANY'S COMMITTEE ON PATRIOTISM

---

Here is a Great Commercial Organization Which Fully Realizes the Value of Patriotism and its Application in Business—Led by the President, One Hundred Per Cent American, This Company Has Developed a Program Which Will Undoubtedly be Adopted as the Basis for Patriotic Effort by a Majority if Not All of the Industrial and Commercial Organizations in the United States.

---

Mr. Fred W. Tasney, third vice-president of the Prudential Insurance Company of America, furnishes the BULLETIN with the following account of the plans of his company for making good citizens out of its alien employes.

"We appointed at the Home Office what was known as a Committee on Patriotism, who arranged for meetings of our Home Office staff on the birthdays of Lincoln and Washington, and also for meetings in each one of our approximately three hundred local districts throughout the entire country on a date between the two birthdays.

"At these meetings, both in the Home Office and in the field, arrangements were made to have patriotic speeches by former service men or by the most noted man possible to secure in the respective places, and which included governors of states, mayors of the cities, many judges, leading business men, clergymen, and all of which proved more than successful. We sent out for general distribution by our corps of field men, copies of the Washington-Lincoln pamphlet, one of which I enclose, and which were widely distributed.

"We also made arrangements for meetings at the Home Office and throughout the field in connection with Memorial Day, and furnished for distribution copies of the Prudential War Service Memorial pamphlet, one of which I also enclose. These meetings will be along the same lines as described for the two Presidents' birthdays, except that in this one we have invited the members of our staff to include their families in the meetings, in this way carrying the message of good citizenship and love of America to an even further degree than was possible the first time.

"The letter of the President addressed to the superintendents of the respective staffs in connection with the first meetings referred to above will give you a line on the program which we outlined for them.



"In addition to them, and with the thought that our American people as a whole do not know as much about the founders of this country as they should, we have been carrying in each issue of our *Weekly Record*, a copy of one of which I enclose, a biography of each of the Presidents, beginning with Washington and ending with Roosevelt. We later expect to print all of these biographies in a small pamphlet for more or less general distribution. I also enclose a copy of special insert included with one of our weekly papers preceding Lincoln's birthday, in which were selections from a number of America's leading men.

"We expect to hold patriotic meetings in connection with the national holiday, July 4th, probably with Labor Day and Thanksgiving, so that the more than thirteen thousand men and women connected with the Prudential throughout the United States and Canada will on each one of these holidays have their attention called to what America is and what it means to them.

"We also issued in one of our weekly papers, also with the thought that our people did not know as much as they should about the Declaration of Independence, the men who signed it and the sacrifices they were willing to make in connection therewith, a facsimile of the signers of the Declaration, copy of which I enclose, and are preparing a short biography of each one of the signers, which when completed I shall be glad to send to you a copy of.

"As stated above, I thought it might interest you to know, and possibly for the benefit of some of our fellow members, just what we are attempting to do along this most important line."

### **Every Employee Has a Chance to be Heard**

The *Employee Magazine* of R. R. Donnelley & Sons Company carries the following full-page notice in each issue of the publication:

"Any employee who has a grievance or who feels he is not getting proper attention or a fair deal through the regularly constituted authority in his department is invited to take up his difficulties with Mr. Littell. Call at his office or drop a note in the house mail and he will make an appointment to see you."

### **Freedom, But at a Sacrifice of Everything Else**

A correspondent of the New York *Sun* quotes a Russian as declaring: "In our Russia there is no religion, no czar, no money, no property, no commerce, no happiness, no safety, only freedom."

## **PERSONNEL DEVELOPMENTS IN THE KAUFMANN STORE**

**For a Budget of a Large Department Store to Contain a Greater Appropriation for Personnel Work Than for Industrial Research is Unusual and to Some Undoubtedly Astonishing—Nevertheless, This Condition Exists in a Large Department Store in Pittsburgh, Which is a Pioneer in the Movement to Eliminate Waste and Bring About Better Understanding Between the Owners, Management and the Employees.**

Speaking before the Industrial and Public School Relations Sections of the Pittsburgh Chapter of The National Association of Corporation Schools, Mr. Edgar J. Kaufmann, of the Kaufmann's Department Store of Pittsburgh, explained the developments of the employment and personnel department in his store. This work was started with a vocational study in the store, after which the employees were transferred, where necessary, in an attempt to give each one a chance to work to the best of his ability.

A centralized employment office was then installed, which was continued for three and one-half years.

This centralized employment office was responsible for many misfits, so vocational counselors were employed, who interviewed these persons and recommended transfer to other positions, special training, or dismissal.

The third step in the development of the work was the establishment of the educational department for intensive training in the different lines of work, modeled on the intensive training work of the army.

With these three departments, there was a great deal of overlapping. During the last four months, a general house-cleaning has been conducted in these departments, with the result that the work is now better coordinated, as shown by the following outline:

### **Personnel Work at Kaufmann's Store**

#### **Personnel Director.**

##### **1. Sales Force Personnel Supervisor.**

Assistant Personnel Supervisors for each 200 clerks.

##### **2. Office Force Personnel Supervisor.**

Two Assistant Supervisors.

##### **3. Non-selling Force Personnel Supervisor.**

Assistant Supervisor.

##### **4. Warehouse and Porters' Personnel Supervisor.**

5. Employment Supervisor.

Male Interviewer.

Female Interviewer.

Openings are always filled from within the organization, if possible, even when this requires the promotion or transfer of four or five persons in filling one position. The employment department therefore usually fills the lowest positions only. High grade persons are employed, if possible, but if they cannot be procured, those who are available are taken and their deficiencies remedied by intensive training in the store.

No one person can know the requirements of 3,000 or 4,000 jobs. Job analysis and specifications made by a centralized employment department have been tried out in this store, and do not work. Under the new system the supervisor of each department is required to write a job specification for each job in his department, and is given one year in which to do this. In this way the job specifications will be written by men who knew the jobs perfectly.

Personal research at the present time is more important than industrial research. The Kaufmann Store's budget for 1920 includes \$120,000 for executive salaries in merchandise lines and \$180,000 for executive salaries in personnel work. Next year this item of the budget will probably be raised to \$250,000.

---

**The B. F. Goodrich Company Increases Annual Annuities**

More than half a hundred employees of the B. F. Goodrich Company, retired on yearly annuities, were pleasantly surprised recently upon receiving what amounts virtually to a fifty per cent increase in the amount of the annuities which they draw. The increase was the result of action taken by the Board of Directors owing to the increased costs of living.

Annuities awarded are paid monthly. The amount is determined on the basis of  $1\frac{1}{2}$  per cent of the average regular monthly pay during the ten years next preceding retirement. This amount is multiplied by the number of full years of active service.

---

**Protecting the Interests of Employee Stockholders**

The value of the stock of the International Harvester Company has decreased in common with that of most other industrial organizations which created a condition not anticipated at the time the management of the company offered stock to employees at a rate of \$120 a share.

Under a recent ruling by the management, all purchasers of stock under the profit sharing plan who have paid more than \$120 a share for stock since September 19, 1918, the date of the merger, will be credited with such excess. Hereafter, this amount will be the maximum price for purchases under the plan, and whenever the daily prices or monthly averages are less than \$120 on the New York stock exchange subscribers will be given the advantage of the lower price, determined in the customary way.

---

#### **Westinghouse Employee Graduates**

The Casino Technical Night School, which conducts the training classes for the Westinghouse Electric and Manufacturing Company, held its fifteenth annual commencement on June 1st. The number of graduates this year was larger than any of the previous classes. Mr. C. R. Dooley, formerly president of the school, was one of the speakers, and Mr. C. S. Coler, now president of the school, presented the diplomas.

W. H. Ponsonby, president of the graduating class of the Engineering Department, told of the advantages of a night school education and mentioned the fact that Casino men are being graduated, but have long since had their commencement; that a student who has been engaged in active industrial work and has completed an engineering course already knows that in order to succeed he must work with unceasing effort and always with a spirit of integrity and loyalty.

---

#### **Cooperative Buying Plan of the Graton & Knight Company**

The employees of the Graton & Knight Manufacturing Company, after careful investigation, have formed a plan for cooperative buying. Employees who enter into the plan sign a slip authorizing the paymaster to deduct certain weekly sums from their pay. By this method a buying fund is created and used for the necessities of life, such as fuel and foodstuffs.

---

#### **Modern Production Courses of Swift & Company**

The training courses instituted and conducted by Swift & Company have assumed proportion far in excess of anything attempted except in most recent years. The courses in modern production methods now given in fourteen of the company's plants have developed into permanent organizations. The total number of graduates this year was 3,003. The class considered 18,018 problems, and 13,513 questions were answered by the in-

structors. The total average for the class was 83.8. One hundred and seventeen meetings were held, thirteen of which were preliminary and one hundred and four lecture sessions. All of the closing meetings were addressed by Harold H. Swift, chairman of the Industrial Relations Committee of the company; J. Burns, general superintendent, and John Calder, director of the course.

---

#### **Group Insurance Plan of the Travelers Insurance Company**

The Travelers Insurance Company furnishes group life insurance to its own employes and to the employes of the Travelers Indemnity Company. Insurance is granted as follows:

For six months of service.....	\$300.00
For one year's service.....	500.00

and thereafter an additional \$100.00 for each completed year of service up to a maximum of \$2,500.00.

---

#### **General Electric Employes to Save Over Two Million Dollars**

Employes of the Schenectady plant of the General Electric Company have pledged themselves to save over two million dollars during the current calendar year. Most of these savings are made through purchase of the company's investment bonds.

---

#### **R. R. Donnelley & Sons Company Inform Their Employes How the Income of the Company is Distributed**

R. R. Donnelley & Sons Company, owners of the Lakeside Press of Chicago, have published and circulated for the benefit of their employes a chart showing the distribution of every dollar received by the company. The sub-divisions are interesting and are as follows:

Wages .....	.410
Materials .....	.493
Taxes .....	.023
Depreciation .....	.021
Interest on Investment .....	.039
Profits .....	.039

Of the profits, three cents on every dollar is left in the business for enlargements and improvements. Through this method the employes of the company know just how every dollar received by the company is divided and distributed.



## **PLAN OF THE CURTIS COMPANIES THROUGH WHICH EMPLOYEES BECOME STOCK OWNERS**

**The Curtis Companies, Inc., Owning All the Stock of the Parent and Other Curtis Operating Companies, Has Amended Its Articles of Incorporation Making Legal an Issue of Employees' Preferred Stock, Thus Affording Opportunity for All Employees to Become Stockholders in the Company With Which They Are Associated.**

The plan provides that any employee who has been in the service of the company two months or more may, if he chooses, through the plan offered, become a stockholder in the company. From the official announcement of the plan, the BULLETIN is privileged to give publicity to the following facts:

"The Curtis Companies, Incorporated, has authorized a total of two million dollars of preferred stock, one million dollars of employees' preferred stock, and three million dollars of common stock. The preferred stock, which carries straight 7 per cent dividend rate and has no voting power, has the first right to dividends out of the earnings of the business. Employees' preferred stock, having a guaranteed dividend also, plus certain special payments offered by the operating companies, has the second right to dividends out of earnings before the common stock can receive anything.

"Likewise, in the event of dissolution or distribution of assets, preferred stock will be paid first, employees' preferred stock second, and both would have to be paid up in full, together with all arrears of dividends, before the common stock could have anything.

"There will be two million dollars of common stock issued and fully paid, and a surplus of over \$500,000, so that the margin of security for the holders of preferred and employees' preferred stock is substantial.

"If additional amounts of preferred stock are sold, the common stock outstanding will undoubtedly be increased proportionately.

"You will understand, of course, that the company makes this offer of a place to put your savings believing it to be in your interest, but does not urge you to make the investment. It is merely intended to make it as easy as possible for all employees who desire to do so to acquire this stock, and if there is any point about it which is not entirely clear, the chief accountant or the officers of the company will be very glad to explain it.

### **Employee's Preferred Stock**

"The following are the provisions in the Articles of Incorporation, under which this stock is issued:

"1st. Such stock shall be issued only to employees of this corporation and of its subsidiary companies.

"2nd. Such stock shall be entitled to receive dividends at the rate of 7 per cent per annum, payable annually on the first day of February in each year, in preference to any dividends upon the common stock, and such dividends shall be cumulative, so that any deficiency in the dividends to be paid on said employees' preferred stock, in any year, shall be made good out of the earnings of subsequent years before any dividends shall be paid upon the common stock.

"3rd. In event of the insolvency or dissolution of the corporation, such stock shall be entitled to be paid in full, together with any accumulated dividends, before any distribution of the assets of the corporation shall be made to the holders of the common stock.

"4th. Such stock, or any part thereof, may be retired at any time, by vote of the Board of Directors, upon payment of the sum of \$105 per share, and dividends accrued to date of retirement. Such retirement shall be effected by mailing a notice, setting forth the time of such retirement, to each of the holders of the stock to be retired, addressed to him or her, at his or her address as shown by the books of this corporation, at least thirty days prior to the time fixed for its retirement. Should the holder of any of such stock fail to present the same for retirement, at the office of the corporation, on or before the date fixed in such notice, such stock shall cease to draw dividends from the date fixed for its retirement.

"5th. Upon the death of a holder of employees' preferred stock or his or her leaving the employ of the corporation or any of its subsidiary companies, the Board of Directors may, in its discretion, call in such stock and retire the same by paying therefor, par and all earned dividends. Should any such stock not be surrendered for retirement, within thirty days after notice given that the Board of Directors had determined to retire the same, it shall draw no dividends after the expiration of said thirty days.

### **Additional Payments to be Paid by the Company by Which the Owner of the Stock is Employed**

"To any holder of Curtis Companies, Incorporated, employees' preferred stock drawing 7 per cent dividends annually,

this company will pay an additional one per cent (1%) when the employe has been in the employ of any of the Curtis companies continuously for two years or more.

"To any holder of this stock, when he has been in the employ of any of the Curtis companies continuously for five years or more, this company will pay an additional two per cent (2%) annually.

"To any holder of this stock, when he has been in the employ of any of the Curtis companies continuously for ten years or more, this company will pay an additional three per cent (3%) annually.

"This means that owners of employes' preferred stock will be entitled to receive 8 per cent dividends when they have completed two years' continuous service with any of the Curtis companies, when they have completed five years' service they will receive 9 per cent dividends, and when they have completed ten years' service they will receive 10 per cent dividends.

#### **How the Stock May Be Purchased**

"The employes' preferred stock of Curtis Companies, Incorporated, may be purchased for cash in full, or by part payment and installment payments. If paid for on the installment plan, deposits will draw interest from date of deposit at the same rate that the stock would draw in dividends if purchased outright. For example, if a man who has been in continuous employment by any of the Curtis companies for ten years entered into contract to purchase stock on the installment plan, his deposits would draw 10 per cent interest until the stock he has contracted has been paid for, when, of course, the stock would draw the regular 10 per cent dividend. If deposits are withdrawn before stock is issued, he will receive interest at 7 per cent only, with no additional interest for years of service.

#### **Amount to be Purchased by Any One Employee Limited**

"Any one employe may purchase this stock in an amount equal to twice his total wages for one year, and this company will pay additional dividends for length of service on any amount of the stock to each employe up to that limit. If any employe desires to purchase more of the employes' preferred stock than twice the amount of his yearly wages, he may do so, but will receive in dividends on the additional amount purchased only the regular 7 per cent annually, payable by the Curtis Companies, Incorporated.

*Revised New Standard Edition*

### **Conditions Governing Retirement of the Stock**

"If, at any time, an owner of employees' preferred stock leaves the employ of this company, special dividends which this company agrees to pay will stop immediately, unless he enters the employ of another Curtis company, in which case that company will assume the obligation to pay the same rate of extra dividend that this company has paid.

"This company reserves the right to withdraw the special dividend payment feature of this offer, but in case of such withdrawal agrees to purchase from any holders of this stock on their request their entire holdings at par and accrued dividends, unless a new proposition, in lieu of the special feature withdrawn, is submitted to the vote of all the holders of this stock and is approved by the majority."

---

### **The Economy Dividend Plan of the Durham Hosiery Mills Company**

J. S. Carr, Jr., President of the Durham Hosiery Mills, with headquarters at Durham, N. C., recently issued a message to the employees of that company. For about one year the mills have had in operation an Industry Democracy Plan. One of the new devices instituted is known as the "Economy Dividend." While Mr. Carr expresses himself as well satisfied with the functioning of the Industrial Democracy Plan, he expresses dissatisfaction with the operation of the Economy Dividend. In this connection he said: "It was not our intention and is not now our intention to give to the employees anything they do not earn under this plan of Economy Dividend, but it is our wish to stimulate their efforts that they may gain large dividends. With this object in view, a new basis for the plan is sought." It is evident from Mr. Carr's message that there is sincere effort in this company to find a plan that will insure justice to all and that will develop the highest standards of efficiency in operation.

---

### **Educational Course at the Deepwater Plant of the du Pont Company**

Eighty-two employees of the du Pont Company's plant at Deep Water, New Jersey, completed the full course of thirty-two lessons in the educational courses given for the first time during the past winter. Automechanics, mechanical drawing, arithmetic and elementary electricity were among the subjects taught. Plans have been made for a six months' course next season, and additional subjects will be added.

## CLASSIFIED OCCUPATIONS IN PITTSBURGH DISTRICT

Interesting Information Presented to the "Industrial and Public Schools Relation Section" as a Basis for Determining Future Developments in the Relations of Public School Students and the Industries of the Pittsburgh District.

Mr. W. D. McCoy recently presented a paper to the Pittsburgh Chapter of The National Association of Corporation Schools on Vocational Opportunities in the Pittsburgh District. The following facts are taken from Mr. McCoy's address:

There are approximately 800 classified occupations in Pittsburgh and 5,000 employers. There are between 250,000 and 350,000 employees, divided into seven general classes according to the 1910 census, as follows:

Manufacturing and Mechanical Trades .....	35%
Trades or Mercantile .....	12%
Domestic and Personal Service .....	13%
Clerical Occupations .....	10%
Transportation .....	6%
Public Service .....	3%
Professional .....	1%

These groups may be sub-divided into an almost infinite number of classified occupations, and it would be almost impossible to clearly describe each and every one of them.

Employees fall into three general groups based upon their objects in life. There is one group who have as their sole object the making of money. Another group have as their objective a position of authority where they may direct projects and men, and there is still another group who are satisfied with personal commendation for their efforts. In the first group the mass of the employees will be found; they include such occupations as salesmen, bankers, and tradespeople. The second group includes foremen, superintendents, managers and directors, and in the last group is found artists, musicians and professional people in general. In the first group the opportunities are more numerous than is commonly supposed. Three illustrations will show the existing opportunities.

A salesman or laundry driver is earning upwards of \$5,000 a year. A man delivering ice cream for Rieck-McJunkin Milk



Company received 5 cents per gallon commission. His earnings for the first week of June, last year, were \$170. One of the largest baking concerns in Pittsburgh reported to the income tax collector that the average income of their delivery men was \$4,700 per year. In the second group, those that cultivate positions of authority often have to be satisfied with a financial income out of proportion to the services rendered. Their opportunities lie in their ability to advance to higher positions.

In transportation a man has one chance in twenty-one of reaching a position of authority; women in the same group have one chance in eighty-five. In manufacturing, tradesmen have one chance in twenty-three and women have one chance in fifty-five.

In trade or mercantile, men have one chance in forty-seven and women one chance in one hundred and ten. In drafting, a man has one chance in twenty-five of becoming a designer. Clerks have one chance in thirty for men, and women one chance in two of becoming bookkeepers, cashiers or accountants.

Commencing with the sixth grade, boys in Pittsburgh have a very liberal opportunity of selecting vocational training. The part-time cooperative plan of the public schools provides opportunities for training in commercial lines and a few industrial lines. The Carnegie Institute of Technology and the University of Pittsburgh offer excellent opportunities for more advanced training along vocational and industrial lines. Many of the industries have vestibule schools and their own trade training courses, and there are approximately 2,000 apprentices in the manufacturing trades in the Pittsburgh district.

While the Pittsburgh district offers many advantages in industrial training lines, there is a regrettable lack of standards among employers, and a lack of interest among employees. There is still great room for improvement in vocational training in this district.

---

### **Practical Cooperation With High Schools**

The custom of taking on high-school students for the summer or vacation season is becoming quite universal among the business organizations having membership in the Association. It is an excellent custom as it enables the students to get a knowledge of the practical value of the theory they are receiving in school, and it supplies the member companies with an excellent source from which to recruit additional employees.

### Absence Allowed by the Eastman Kodak Company on Account of Illness

From the *Kodak Park Bulletin*, a company publication of the Eastman Kodak Company, we take the following schedule of allowances which are permitted, due to illness of those employed by the house and on piece-work:

The Eastman Kodak Company and its allied companies in the United States, beginning May 1, 1920, will make the following allowances for absence, caused by illness of those employed by the hour and on piece-work, viz.:

No allowance in any case for first week's absence.

Period of Service	Proportion of Wages Payable	Maximum Period Covered by These Payments During Second Six Months of Service or Any Year Thereafter	Maximum Weekly Payment
Less than six months	.....	.....	
Six months, but less than one year	One-third	Six weeks .....	\$10.00
One year, but less than three years	One-half	Thirteen weeks .....	\$15.00
Three years, but less than five years	Two-thirds	Twenty-six weeks....	\$20.00
Five years, or over	Three-quarters	Twenty-six weeks....	\$22.50

Payments of these allowances are to be made only upon the certificate of one of the company's physicians approved by the plant, stock house, or branch manager, showing that absence during the period covered by the payment was rendered necessary by illness of the employee.

#### SUPPLEMENTARY LOANS

The Kodak Employees' Association (Incorporated) will supplement the company's allowances to any of the employees by loans from its funds whenever financial need caused by the illness of the employee requires it, all such loans to be payable as agreed on resuming work.

Application for such loans may be made to the plant, stock house, or branch manager and will be passed upon by the Executive Committee of the Association.

### Shepard Technical Night School Graduates One Hundred Twenty-Six Students

The technical night school conducted by the Shepard Electric Crane & Hoist Company granted certificates to one hundred and twenty-six students as a result of the season's work. Twenty-

nine of the graduates had a perfect attendance record. The number of graduates and the number with perfect records exceeded any previous term of the school.

#### **Eliminating the Retailer in Clothing and Shoes**

The custom of eliminating, in so far as possible, retailers and buying in wholesale quantities is becoming common in the business organizations having membership in the Association. The Buffalo Shoe Company grants a ten per cent discount to all employees of the Larkin Company, and the Chester Clothes Company furnishes Pratt & Whitney employees at Hartford, Conn., with clothing at a discount of ten per cent. This company also purchases shoes in large quantities and resells to its employees without profit, but on a cash basis.

#### **The Development of the Corporation School Outside the United States**

The development of the personnel problem in industry and commerce which has been going on in the United States during the past eight years has now reached a stage where it is attracting representatives from the more progressive of the European nations. Indeed, the movement has also commanded the interest of several of the Asiatic countries and of the larger and more progressive of the Latin-American nations.

Lieutenant Mousset, of Paris, France, representing some wealthy industrial corporations, is making a detailed study of the movement, and will return in person to his employers, his studies being used as the basis for inaugurating personnel departments in the companies which he represents.

Alexander J. Zelenko, formerly a lecturer in the University at Moscow, and also formerly Chief of the Department of Education of the All-Russian Union of Consumers' Societies, is studying personnel problems, with a view to having information available when order is restored in Russia and a stable government is instituted.

Mr. Kimio Hayashi, of Furukawa & Company, Tokio, Japan, will return from his studies in the United States via England, where he will also investigate the movement in that country, which has crystallized in the Employers' Educational Association. Mr. Hayashi expressed the opinion that there would be a national association of corporation schools in Japan in the near future. This opinion is given weight by the fact that several Japanese business organizations have taken associate membership in The

National Association of Corporation Schools, or have purchased the volumes of Proceedings.

Professor Filippo Ravizza, Director of the Business Schools of the Chamber of Commerce of Italy, with headquarters at Milan, is also in the United States gathering information and collecting data for the representative business organizations of Italy. Upon his return home a conference will be held, including representatives of the few industrial and commercial organizations which have established corporation schools and other business organizations which are interested in the movement. The Chamber of Commerce of Italy is back of the plans to inaugurate the movement in that country.

---

#### **General Electric Company Establishes a Department of Industrial Relations**

The General Electric Company has announced the appointment of E. B. Merriam to be director of industrial relations for the Schenectady works to administer and coordinate hitherto separate functions dealing with the relations of employer and employees. The plant employs about 22,000 persons.

Confidence and good will are considered by the company to be the foundation of successful enterprise, and these are to be fostered by securing a strong point of contact between employer and employees. The main effort will be to make them understand each other's problems and respect each other's opinions. The maintenance of harmonious and helpful relationships throughout the organization of a large enterprise is now considered to rank in importance with production, distribution, finance, and other functions of management.

Mr. Merriam, the appointee, was formerly manager of the Industrial Service Department. He will have executive charge of employment, education, instruction and training, welfare, Americanization, safety, workmen's compensation, and physical examinations. Mr. Merriam has been with the General Electric Company for the past nineteen years, having been through the student course, construction, testing, designing, engineering, and commercial departments.

---

#### **Employees of International Harvester Company to Become Stockholders**

The International Harvester Company is working out a profit-sharing plan which calls for an issue of forty million dol-

lars of preferred stock and twenty million dollars of common stock, which will be owned by employes of the company. The details of the plan have not yet been perfected, but the object is to bring at least the more skilled of the employes into the company as stockholders.

#### **Executive Committee to Meet on July 8th**

President Park has called the Executive Committee to meet in New York on July 8th, at which time the activities of the committee for the year will be outlined and the season's work determined upon.

#### **Continuation School Activities of R. H. Macy & Company**

A recent issue of *Sparks*, company publication of R. H. Macy & Company, New York, contains group photographs of the officers of the Continuation School Alumni of this company, the Executive Board of the Training Class Alumni and of the Graduate Class. A considerable space is devoted to the class and the courses which they studied. A novel feature is a list of questions which the class answered and the answers to the questions. In this way many of the older employes have opportunity to refresh their memories and to keep in step with the graduates.

### **DIRECTORY OF LOCAL CHAPTERS**

#### **Chicago Chapter**

F. E. WEAKLY, Chairman.  
Montgomery Ward & Company,  
Chicago, Ill.  
MISS ANN DURHAM, Secretary-  
Treasurer.  
Federal Reserve Bank of Chi-  
cago, Ill.

#### **Philadelphia Chapter**

MONT H. WRIGHT, Chairman.  
John B. Stetson Co.  
MAHLON R. KLINE, Secretary-  
Treasurer.  
Philadelphia Rapid Transit Co.,  
York Road and Luzerne St.,  
Philadelphia, Pa.

#### **Pittsburgh Chapter**

P. E. WAKEFIELD, Chairman.  
Carnegie Steel Company, Du-  
quesne, Pa.

I. B. SHOUP, Secretary-Treasurer.  
Westinghouse Elec. & Mfg.  
Company, East Pittsburgh,  
Pa.

#### **Western New York Chapter**

E. R. COLE, Chairman.  
Acheson-Graphite Company,  
Niagara Falls, N. Y.  
H. E. PUFFER, Secretary-Treas-  
urer.  
Larkin Company, Buffalo, N. Y.

#### **New York City Chapter**

DR. L. F. FULD, Chairman.  
Henry L. Doherty & Company,  
New York, N. Y.  
JOHN F. KELLY, Secretary-Treas-  
urer.  
The New York Edison Com-  
pany, New York, N. Y.

### **CHAIRMEN AND DUTIES OF SUB-COMMITTEES**

#### **Survey and Recommendation**

MR. R. G. RODKEY, Chairman.  
The Chase National Bank, New  
York, N. Y.

#### **Duties:**

To report on new movements

vital to the Association and  
make recommendations of such  
new committee work as should  
be undertaken.

#### **Public Education**

MR. C. E. SHAW, Chairman.



**Dennison Manufacturing Co.,**  
Framingham, Mass.

**Duties:**

- To determine the relative merits of special and general training in the Public Schools as preparation for business life.

**Health Education**

**DR. F. S. CRUM, Chairman.**  
The Prudential Insurance Company of America, Newark, N. J.

**Duties:**

- a. To collect further data as to the chief causes of industrial illness and their prevention.
- b. To show the rational limits to health work in industrial establishments.
- c. To determine the relative values of different means of health and safety education.

**The Application of Psychological Tests and Rating Scales in Industry**

**DR. H. C. LINK, Chairman.**  
United States Rubber Co., New Haven, Conn.

**Duties:**

- a. To show what specific methods and tests have proven of value.
- b. To state the psychological bases for employment tests, as an aid to their further extension and use, and to include a rating scale.

**Job Analysis**

**MR. HARRY A. HOPF, Chairman.**  
Federal Reserve Bank, New York City.

**Duties:**

- a. To show successful methods and what they have accomplished.
- b. To suggest rational methods of procedure in analyzing jobs of different character.

**Employment**

**MR. JOHN C. BOWER, Chairman.**  
Westinghouse Electric and Manufacturing Company, East Pittsburgh, Pa.

**Duties:**

- To show the complete organization of an employment department with reference to training, safety and health activities and the relation of all of these to production, accounting, and marketing.

**Employee Representation in Management**

**DR. LEE GALLOWAY, Chairman.**

**New York University, New York City.**

**Duties:**

- a. To study the needs for and the present plans of employee representation in management.
- b. To study the relative merits of various schemes for adjusting industrial relations.

**Labor Turnover**

**MR. L. L. PARK, Chairman.**  
American Locomotive Company, Schenectady, N. Y.

**Duties:**

- a. To study the causes and the means for reducing labor turnover.
- b. To analyze the disturbing elements in industrial employment and suggest means for neutralizing them. For example, in the various plants of one of the large industrial corporations where labor conditions are practically uniform, the per cent of turnover varies from 85% to 300% in different cities. There must be other conditions affecting labor turnover than hours, wages, and working conditions of the institution.

**Marketing**

**MR. JOHN MCLEOD, Chairman.**  
The Carnegie Steel Co., Pittsburgh, Pa.

**Duties:**

- a. To continue the study of the vital factors in marketing and the elements of efficiency lacking in present methods.
- b. Successful methods of training for marketing in typical industries.
- c. The basis for training in important branches of marketing. For example, the discussion of E. St. Elmo Lewis at the Buffalo Convention.

**Office Work Training**

**MISS HARRIET F. BAKER, Chairman.**  
The New York Edison Co., New York City.

**Duties:**

- a. To show the results of representative office work schools.
- b. To show types of training adapted to small offices.
- c. To suggest ways for developing into trainers those directing office workers.

#### Executive Training

DR. E. B. GOWIN, Chairman.  
New York University, New  
York City.

##### Duties:

- a. To continue the study of methods for selecting and training men for executive positions.
- b. To analyze the requirements for executive leadership and suggest means for developing such qualities in employees.
- c. To make an intensive study of the value of company conferences.

#### Technical Training

MR. G. H. PFEIF, Chairman.  
General Electric Co., Schenec-  
tady, N. Y.

##### Duties:

- a. To suggest a practical working plan for a committee on Educational Relations with Colleges.
- b. To recommend standard forms for recording the qualifications of college graduates.
- c. To suggest plans for a Central Bureau for the placing of college graduates in industry.

#### Trade Apprenticeship

MR. E. E. SHELDON, General  
Chairman.  
R. R. Donnelley & Sons, Chi-  
ago, Ill.

##### Duties:

- a. Some sort of admonition in regard to keeping up of standards and not shortening the term of apprenticeship.
- b. A study of the apprenticeship laws of such states as have formulated laws.
- c. The recommendation of a sound system for the teaching of industrial economics.

#### Section I—Manufacturing

MR. R. F. CAREY, Chairman.  
Westinghouse Electric and  
Manufacturing Company,  
Lester, Pa.

##### Duties:

- a. To study the problem of standardizing apprentice instruction in various trades.
- b. To study the value of introducing special subjects (other than those directly related to the trade, into the school program.
- c. To show the relative merits of instruction with and without a training room.

#### Section II—Steel and Iron and Plant Maintenance

MR. C. E. STRAIT, Chairman.  
American Rolling Mill Co.,  
Middletown, Ohio.

##### Duties:

- a. To describe successful apprentice courses in various industries.
- b. To study the problem of apprenticeship in smaller shop units and plants.

#### Skilled and Semi-Skilled Labor

DR. A. J. BEATTY, Chairman.  
American Rolling Mill Co.,  
Middletown, Ohio.

##### Duties:

- To recommend a program for the developing of skilled and semi-skilled workers other than through apprenticeship.

#### Unskilled Labor and Americanization

MR. J. E. BANKS, Chairman.  
The American Bridge Co., Am-  
bridge, Pa.

##### Duties:

- a. To determine the feasibility of using English exclusively in industrial plants.
- b. To investigate the desirability of citizenship as a basis for employment or promotion.
- c. To determine further the actual results of Americanization work among corporations.
- d. To make clear definition of the meaning of the term Americanization.
- e. To make a digest of the work of large corporations along these lines.
- f. A suggestion of the possibility of testing the results of efforts along these lines by a comparison of two selected groups the one with, the other without help along the path of Americanization.

#### Profit Sharing and Allied Thrift Plans

MR. HAROLD M. THURSTON,  
Chairman.  
Henry L. Doherty & Co., 60  
Wall St., N. Y. City.

##### Duties:

- To study all means which can be employed by a corporation to encourage thrift.

#### Training for Foreign Commerce

MR. ROGER STEFFAN, Chairman.  
National City Bank of New  
York, New York City.

##### Duties:

- To formulate and outline fundamentals of the subject.

## Class "A" Members

ABRAHAM & STRAUSS, INC., Brooklyn, N. Y. ....	Mr. A. F. PICKERNELL
ACHESON-GRAPHITE Co., Niagara Falls, N. Y. ....	ORRIN E. DUNLAP
AMERICAN BRIDGE COMPANY, Ambridge, Pa. ....	Mr. J. E. BANKS
AMERICAN HARD RUBBER COMPANY, New York City ....	Mr. S. H. RENTON
AMERICAN LOCOMOTIVE COMPANY, Schenectady, N. Y. ....	Mr. L. L. PARK
AMERICAN ROLLING MILL COMPANY, Middletown, Ohio ....	Mr. CHARLES R. HOOK
AMERICAN SALES BOOK Co., LTD., Niagara Falls, N. Y. ....	Mr. WALTER GREIG
AMERICAN SHEET AND TIN PLATE COMPANY, Pittsburgh, Pa. ....	Mr. J. A. HUNTER
AMERICAN TELEPHONE AND TELEGRAPH Co., 195 Broadway, N. Y. ....	Mr. K. W. WATERSON
AMERICAN TUBE & STAMPING COMPANY, Bridgeport, Conn. ....	Mr. E. C. MAYO
AMERICAN WOOLEN COMPANY, 245 State St., Boston, Mass. ....	Mr. JOHN BOVINGDON
ARMOUR & COMPANY, Chicago, Illinois ....	Mr. W. S. MACARTHUR
THE ATLANTIC REFINING COMPANY, Philadelphia, Pa. ....	Mr. J. D. GILL
THE BELL TELEPHONE COMPANY OF PENNSYLVANIA, Philadelphia, Pa. ....	Mr. P. C. STAPLES
BERGER MANUFACTURING Co., Canton, Ohio ....	Mr. J. H. WILSON
THE BILTON MACHINE TOOL COMPANY, Bridgeport, Conn. ....	Mr. C. E. BILTON
S. F. BOWSER & COMPANY, INC., Fort Wayne, Ind. ....	Mr. R. L. HEATON
THE BRIGHTON MILLS, Passaic, N. J. ....	Mr. H. V. R. SCHEEL
BRIDGEPORT BRASS COMPANY, Bridgeport, Conn. ....	Mr. ROBERT H. BOOTH
BROOKLYN EDISON COMPANY, INC., Brooklyn, N. Y. ....	Mr. W. N. FENNINGER
THE BULLARD MACHINE TOOL Co., Bridgeport, Conn. ....	Mr. S. H. BULLARD
BURROUGHS ADDING MACHINE Co., Detroit, Mich. ....	Mr. F. H. DODGE
A. M. BYERS Co., Pittsburgh, Pa. ....	Mr. C. L. JAMISON
CARNEGIE STEEL Co., Pittsburgh, Pa. ....	Mr. JOHN MCLEOD
THE CHASE NATIONAL BANK, New York, N. Y. ....	Mr. ROBERT G. RODKEY
CHENEY BROTHERS, South Manchester, Conn. ....	Dr. C. C. BURLINGAME
CINCINNATI MILLING MACHINE COMPANY, Oakley, Cincinnati ....	Mr. FRED A. GEIER
THE CLEVELAND-CLIFFS IRON COMPANY, Ishpeming, Mich. ....	Mr. W. H. MOULTON
COLUMBIA STEEL & SHAFING COMPANY, Pittsburgh, Pa. ....	Mr. E. L. PARKER
COMMONWEALTH EDISON COMPANY, 72 W. Adams St., Chicago, Ill. ....	Mr. FRED R. JENKINS
COMMONWEALTH STEEL COMPANY, St. Louis, Mo. ....	Mr. ARTHUR T. MOREY
CONSOLIDATED GAS Co. of N. Y., 4 Irving Place, New York City ....	Mr. C. R. LAMBERT
COSDEN & COMPANY, Tulsa, Okla. ....	Mr. C. M. FENSTEMACHER
THE CURTIS COMPANIES, INC., Clinton, Iowa ....	Mr. C. D. FERRIN
DENNISON MANUFACTURING Co., Framingham, Mass. ....	Mr. C. E. SHAW
DETROIT GEAR & MACHINE Co., Detroit, Mich. ....	Mr. A. W. COPLAND
DODGE MANUFACTURING Co., Mishawaka, Ind. ....	Mr. MELVILLE W. MIX
HENRY L. DOHERTY & COMPANY, 60 Wall St., New York, N. Y. ....	Mr. L. F. FULD
R. R. DONNELLEY & SONS COMPANY, Plymouth Place, cor. Polk, Chicago, Ill. ....	Mr. T. E. DONNELLEY
THE DOW CHEMICAL COMPANY, Midland, Michigan ....	Mr. L. G. MORRELL
E. I. DUPONT DE NEMOURS & Co., Wilmington, Delaware ....	MAJOR F. O. WHITLOCK
DURHAM HOSIERY MILLS, Durham, N. C. ....	MRS. W. W. SHAW
EASTERN MANUFACTURING COMPANY, Bangor, Me. ....	MISS ROSE L. SEARLES
EASTMAN KODAK Co., Rochester, N. Y. ....	Mr. P. W. TURNER
ELLIOTT-FISHER COMPANY, Harrisburg, Pa. ....	Mr. W. R. BUSCH
EQUITABLE LIFE ASSURANCE SOCIETY, New York, N. Y. ....	Mr. F. P. FITZER
FARMERS' LOAN & TRUST Co., New York, N. Y. ....	Mr. EDWIN S. MARSTON
FEDERAL RESERVE BANK OF CHICAGO, Chicago, Ill. ....	MISS ANNE DURHAM
FEDERAL RESERVE BANK OF NEW YORK, New York City ....	Mr. H. A. HOPF
FISK RUBBER COMPANY, THE, Chicopee Falls, Mass. ....	Mr. H. T. MARTIN
FORD MOTOR COMPANY, Detroit, Mich. ....	Mr. F. E. SEARLES
GENERAL ELECTRIC COMPANY, Schenectady, N. Y. ....	Mr. H. G. REIST
GENERAL MOTORS CORPORATIONS, Detroit, Mich. ....	Mr. H. H. RICE
GOODMAN MANUFACTURING COMPANY, Chicago, Ill. ....	Mr. A. B. BENEDICT
THE B. F. GOODRICH Co., Akron, Ohio ....	Mr. B. N. ROHRER
THE GOODYEAR TIRE & RUBBER COMPANY, Akron, Ohio ....	Mr. H. S. CRAIGMILE
W. R. GRACE & Co., New York, N. Y. ....	Mr. PAUL C. HOLTER
THE GRATON & KNIGHT MANUFACTURING Co., Worcester, Mass. ....	Mr. CHRISTOPHER SCAIFE
HABIRSHAW ELECTRIC CABLE COMPANY, INC., Yonkers, N. Y. ....	Mr. J. W. SHREVE
H. J. HEINZ COMPANY, Pittsburgh, Pa. ....	Mr. HOWARD HELNZ
GEORGE A. HORMEL AND COMPANY, Austin, Minn. ....	Mr. JAY C. HORMEL
JOSEPH HORNE COMPANY, Penn. & 5th Aves., Pittsburgh, Pa. ....	Mr. H. M. PHIFER
HYATT BEARINGS DIVISION, GENERAL MOTORS CORPORATION, Newark, N. J. ....	Mr. H. E. K'BURG
ILLINOIS STEEL Co., Chicago, Ill. ....	Mr. T. W. ROBINSON
ROBERT H. INGERSOLL & BRO., New York City ....	MISS DORRITT OSANN
INTERNATIONAL HARVESTER COMPANY OF NEW JERSEY, Chicago, Ill. ....	Mr. G. A. RANNEY
JONES & BAKER, New York, N. Y. ....	Mr. WILLIAM R. JONES
JONES & LAUGHLIN STEEL COMPANY, Pittsburgh, Pa. ....	Mr. A. L. MCCLAUGHLIN
KAUFMANN DEPARTMENT STORES, INC., Pittsburgh, Pa. ....	Mr. EDGAR J. KAUFMANN
KELLOGG, ANDREW H., Co., 141 East 25th St., New York, N. Y. ....	Mr. JAMES S. HEDGES
KOPS BROTHERS, Irving Place and 16th St., New York City ....	Mr. WALDEMAR KOPS
S. S. KRESGE COMPANY, Detroit, Mich. ....	Mr. FRANK J. CAMPBELL
LARKIN COMPANY, Buffalo, N. Y. ....	Mr. WILLIAM R. HEATH
LINCOLN NATIONAL LIFE INSURANCE Co., Fort Wayne, Ind. ....	Mr. F. B. MEAD
LIQUID CARBONIC COMPANY, THE, Chicago, Ill. ....	Mr. EDWIN M. ROBINSON
LOOMIS AND HART FURNITURE COMPANY, Chattanooga, Tenn. ....	Mr. JAMES M. ALEXANDER
JOHN LUCAS & COMPANY, INC., Philadelphia, Pa. ....	Mr. ALFRED V. BOWEN
WILLIAM H. LUDEN, Reading, Pa. ....	Mr. A. N. BODEY
LUKENS STEEL COMPANY, Coatesville, Pa. ....	Mr. CHAS. L. HOUSTON
R. H. MACY & Co., New York, N. Y. ....	Mr. A. S. DONALDSON
THOMAS MADDOCK'S SONS COMPANY, Trenton, N. J. ....	Mr. O. C. SHORT
MARSHALL WELLS Co., Duluth, Minn. ....	Mr. W. F. ARNDT
THE MERCHANTS' LOAN AND TRUST COMPANY, Chicago, Ill. ....	Mr. C. E. ESTES
MESTA MACHINE COMPANY, Pittsburgh, Pa. ....	Mr. E. F. HARRIS
METROPOLITAN LIFE INSURANCE Co., New York, N. Y. ....	Dr. LEE FRANKEL
MONTGOMERY WARD & Co., Chicago, Ill. ....	Mr. R. D. TYLER

NN  
LL  
I  
ON  
DER





# Class A Members—Continued

THE MOUNTAIN STATES TELEPHONE & TELEGRAPH Co., Denver, Colorado	Mr. R. B. BONNETT
NATIONAL CASH REGISTER Co., Dayton, O.	Mr. H. G. CARNELL
NATIONAL TUBE COMPANY, Pittsburgh, Pa.	Mr. TAYLOR ALLDERIDGE
NEW ENGLAND TELEPHONE & TELEGRAPH COMPANY, Boston, Mass.	Mr. THOMAS J. FRENEY
THE NEW YORK EDISON COMPANY, Irving Place and 15th St., New York City	Mr. ARTHUR WILLIAMS
NEW YORK TELEPHONE COMPANY, New York, N. Y.	Mr. H. W. CASLEE
NORDYKE & MARMON Co., Indianapolis, Indiana	Mr. HAL L. PURDY
NORTH TONAWANDA MUSICAL INSTRUMENT WORKS, No. Tonawanda, N. Y.	Mr. S. C. WOODRUFF
NUNNALLY Co. (THE), Atlanta, Georgia	Mrs. W. F. ISON
ONEIDA COMMUNITY, LTD., Oneida, N. Y.	Mr. A. M. KINSLEY
OTIS ELEVATOR COMPANY, 11th Ave. and 26th St., N. Y. City	Mr. JOHN C. KNAFF
PACKARD MOTOR CAR COMPANY, Detroit, Mich.	Mr. F. L. JANDRON
PENNSYLVANIA RAILROAD Co., THE, Altoona, Pa.	Mr. J. H. YODER
THE PEOPLES GAS LIGHT & COKE Co., Peoples Gas Bldg., Michigan Boulevard, Chicago, Ill.	Mr. O. E. NORMAN
PHILADELPHIA RAPID TRANSIT Co., Philadelphia, Pa.	Mr. R. R. RAY
PHOENIX MUTUAL LIFE INSURANCE COMPANY, Hartford, Conn.	Mr. C. E. JOHNSTON
THE PIERCE ARROW MOTOR CAR Co., Buffalo, N. Y.	Mr. R. H. F. COLEMAN
PITTSBURGH IRON & STEEL FOUNDRIES COMPANY, Pittsburgh, Pa.	Mr. EARL C. B. GOULD
PITTSBURGH RAILWAYS COMPANY, Pittsburgh, Pa.	Mr. CECIL G. RICH
POLICE DEPARTMENT—CITY OF NEW YORK, 240 Center St., New York City	INSPECTOR ALFRED W. THOR
PRATT & WHITNEY Co., Hartford, Conn.	Mr. E. E. FOWLER
PRESSED STEEL CAR COMPANY, Pittsburgh, Pa.	Mr. J. B. RIDER
THE PROCTOR & GAMBLE Co., Cincinnati, Ohio	Mr. G. H. MCCLAIN
THE PRUDENTIAL INSURANCE COMPANY OF AMERICA, Newark, New Jersey	Mr. FRED W. TASNEY
THE PUBLIC SERVICE CORPORATION OF N. J., Newark, N. J.	Mr. JOHN L. CONOVER
THE RAND COMPANY, North Tonawanda, N. Y.	Mr. JAMES H. RAND
W. T. RAWLEIGH COMPANY, Freeport, Ill.	Mr. W. T. RAWLEIGH
THE REPUBLIC IRON & STEEL COMPANY, Youngstown, Ohio	Mr. E. R. ROSE
THE H. M. ROWE COMPANY, Baltimore, Md.	Dr. H. M. ROWE
F. S. ROYSTER GUANO COMPANY, Royster Bldg., Norfolk, Va.	Mr. C. M. SCHULTZ
THE SCHWARZENBACH, HUBER Co., West Hoboken, N. J.	Mr. H. RUEGG, JR.
SCOVILL MANUFACTURING Co., Waterbury, Conn.	Mr. H. D. GALLAUDET
SERVICE MOTOR TRUCK COMPANY, Wabash, Indiana	Mr. PAUL MOORE
SHEPARD ELECTRIC CRANE & HOIST COMPANY, Montour Falls, N. Y.	Mr. W. G. CATLIN
GEO. W. SMITH & Co., 49th St. and Botanic Ave., Philadelphia, Pa.	Mrs. ARTHUR D. SMITH
THE SOLVAY PROCESS COMPANY, Syracuse, N. Y.	Mr. E. K. BLINN
SOUTHERN BELL TELEPHONE AND TELEGRAPH COMPANY, Atlanta, Ga.	Mr. KENDALL WEISIGER
SOUTHWESTERN BELL TELEPHONE SYSTEM, St. Louis, Mo.	Mr. H. D. MCBRIDE
THE SPIRELLA COMPANY, INC., Niagara Falls, N. Y.	Mr. W. W. KINCAID
STANDARD OIL COMPANY OF CALIFORNIA, San Francisco, Cal.	Mr. R. C. WARNER
JOHN B. STETSON COMPANY, Philadelphia, Pa.	Mr. MONT H. WRIGHT
STRAWBRIDGE & CLOTHIER, Market, Eighth and Filbert Sts., Philadelphia, Pa.	Dr. HERBERT J. TILY
SUBMARINE BOAT CORPORATION, Newark, N. J.	Mr. HARRY H. TUKEY
SUCCESSFUL FARMING, Des Moines, Iowa	Mr. LAURENCE W. LANE
SWIFT & COMPANY, Union Stock Yards, Chicago, Ill.	Mr. E. L. WARD
THE TABULATING MACHINE COMPANY, New York, N. Y.	Mr. ROBERT L. HOUSTON
TENNESSEE FURNITURE CORPORATION, Chattanooga, Tenn.	Mr. JAMES M. ALEXANDER
THE TEXAS COMPANY, 17 Battery Place, New York City	Dr. L. H. CANFIELD
THE TRAVELERS' INSURANCE Co., Hartford, Conn.	Mr. LOUIS DENNISON
UNITED SHON MACHINERY CORPORATION, Albany Bldg., Boston, Mass.	Mr. CHAS. T. CAHILL
U. S. LIGHT & HEAT CORPORATION, Niagara Falls, N. Y.	Mr. H. E. KNAFF
UNIVERSAL PORTLAND CEMENT COMPANY, Chicago, Ill.	Mr. ROBT. J. YOUNG
THE WARNER BROTHERS COMPANY, Bridgeport, Conn.	Mr. GEORGE L. WARREN
THE WARNER & SWASEY COMPANY, Cleveland, Ohio	Mr. FRANKLIN T. JONES
WASHBURN-CROSBY COMPANY, Minneapolis, Minn.	Mr. M. D. BELL
WELLS FARGO NEVADA NATIONAL BANK, San Francisco, Cal.	Mr. F. L. LIPMAN
WESTERN ELECTRIC COMPANY, 195 Broadway, New York City	Mr. J. W. DIETZ
WESTERN UNION TELEGRAPH Co., 195 Broadway, New York, N. Y.	Mr. J. K. BRUGLER, JR.
WESTINGHOUSE AIR BRAKE COMPANY, Wilmerding, Pa.	Mr. O. W. BUENTING
WESTINGHOUSE ELEC. AND MFG. Co., East Pittsburgh, Pa.	Mr. CARL S. COLER
WINCHESTER REPEATING ARMS COMPANY, New Haven, Conn.	Mr. HUGO DIEMER
WORTHINGTON PUMP & MACHINERY Co., New York City	Mr. FRANCIS FARWELL
YALE & TOWNS MFG. Co., Stamford, Conn.	Mr. J. B. CHALMERS
YAWMAN & ERBE, Rochester, N. Y.	Mr. LADSON BUTLER
THE YOUNGSTOWN SHEET & TUBE Co., Youngstown, Ohio	Mr. R. M. WELCH

Publications of

## **The National Association of Corporation Schools**

Headquarters, 130 East 15th Street, New York, N. Y.

---

**Proceedings of first annual convention** The National Association of Corporation Schools, including proceedings of the organizing convention, about 440 pages, cloth bound. Price to Class "A" members, \$2.50. Price to other than Class "A" members, \$5.00.

**Proceedings of the second annual convention** of The National Association of Corporation Schools, including reports and bibliographies, 702 pages, cloth bound. Price to Class "A" members \$2.00; to libraries and colleges, \$3.50; to other than members, libraries and colleges, \$5.00.

**Proceedings of the third annual convention** of The National Association of Corporation Schools, including charts, maps and tables, about 1,000 pages, cloth bound. Price to Class "A" members, \$3.50; to libraries and colleges, \$5.00; to other than Class "A" members, libraries and colleges, \$7.50.

**Proceedings of the fourth annual convention** of The National Association of Corporation Schools, including charts, maps and tables, about 800 pages, cloth bound. Price to Class "A" members, \$3.50; to libraries and colleges, \$5.00; to other than Class "A" members, libraries and colleges, \$7.50.

**Proceedings of the fifth annual convention** of The National Association of Corporation Schools, including charts, maps and tables, about 900 pages, cloth bound. Price to Class "A" members, \$3.50; to libraries and colleges, \$5.00; to other than Class "A" members, libraries and colleges, \$10.00.

**Sixth Annual Report** of The National Association of Corporation Schools: 400 pages, cloth bound, including charts, maps and tables. Price to Class "A" members, \$2.00; to libraries and colleges, \$3.00; to other than Class "A" members and colleges, \$5.00.

**Proceedings of the seventh annual convention** of The National Association of Corporation Schools, including sub-committee reports, discussions, bibliographies, etc., 823 pages, cloth bound. Price to Class "A" members, \$5.00; to libraries and educational institutions, \$8.00; to other than Class "A" members, libraries and educational institutions, \$12.00.

**Monthly Bulletins** of The National Association of Corporation Schools for the year 1917, cloth bound—\$2.50.

**Monthly Bulletins** of The National Association of Corporation Schools for the year 1918, cloth bound—\$2.50.

**Monthly Bulletins** of The National Association of Corporation Schools for the year 1919, cloth bound—\$3.00.

---

Remittance should accompany order, as the Association does not desire to open special accounts. Make remittances to the order of the Treasurer.

Send all orders to the Managing Director.